Request for Proposal

ACQ-2002-0703-RFP

For

A Turnkey Revenue Collection System

Offered by

Washington State Ferries

A Division of

Washington State Department of Transportation

Proposal Due Date: October 10, 2003

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1 Definitions

Action of Equivalent Scores = If two or more proposals receive equivalent scores, WSF may, at its sole discretion, select as the apparently successful Vendor, the proposal, that is in WSF's best interest. Equivalent scores are scores separated by fewer than 2% of the points available.

ADS = Alliance Data System, Washington State Ferries credit card authorizer.

AEQ = Auto Equivalent Space, the length of a standard auto. A single AEQ will occupy 20 feet of vessel or terminal holding area lane.

Alternate = Goods or services that deviate with respect to features, performance or use from the goods or services specified in the procurement document.

Apparently Successful Vendor = Vendor selected by WSF to negotiate a final contract.

ARCS = Automated Revenue Control System, a custom developed application that supports revenue reconciliation and the TRAINS interface

ARGO = Washington State Ferries automated reservation system for Sidney BC and the San Juan Islands.

BC = British Columbia (Sidney BC)

Bid = A written offer to perform a contract to provide goods or services to the State in response to an RFP or other acquisition process.

CCR = Washington State Ferries Credit Card Refund system

Change Order = A written document, executed by WSDOT, that (1) changes the total contract price as of the date the contract is fully executed, including any previously executed change orders, but not including any escalations, or (2) alters the design of the RCS as specified in the RCS request for proposal, or (3) alters the schedule for delivery of the contract deliverables as set forth in the currently approved delivery schedule, or (4) makes any other change to the contract, or makes a combination of any of the aforementioned contract changes.

Contract Manager = A WSF employee selected to perform the general management roles and responsibilities outlined in this RFP.

D = Desired Requirement. Vendor must provide a response or be disqualified.

DAC = Data Acquisition Computer, used by the Regional Fare Coordination System to gather smart card transactions and transmit them to the smart card clearing house.

DECnet = Digital's communications network, which supports Ethernet-style LANs and baseband and broadband WANs over private and public lines. In DECnet philosophy, a node must be an intelligent machine and not simply a terminal as in other systems.

DIS = Department of Information Services

Firmware = Programming that is inserted into programmable read-only memory (ROM), thus becoming a permanent part of the computing device.

FMS = Forms Management System developed by Digital Equipment Corporation for developed for input/output screen handling.

FTP = Fare Transaction Processor, which reads and processes Regional Fare Coordination System smart card transactions.

GUI = Graphical User Interface, a graphics-based user interface that incorporates movable windows, icons and a mouse.

Hardware = The physical aspect of computers, telecommunications, and other information technology devices. Hardware is a collective term that includes not only the computer proper, but also the cables, connectors, power supply units, and peripheral devices such as keyboard, mouse, audio speakers, display screens, bar code scanners, smart card/transponder readers and printers, etc. Hardware is also used collectively to describe the physical aspects of telephony and telecommunications network infrastructure.

HP = Hewlett-Packard Company, supplier for Washington State Ferries Alpha computers.

HTTPS = HyperText Transport Protocol Secure, the protocol for accessing a secure Web server. Using HTTPS in the URL instead of HTTP directs the message to a secure port number rather than the default Web port number of 80.

I/O = Input/Output, transferring data between the CPU and a peripheral device.

ISB = Information Services Board, which helps resolve protest and disputes should any arise.

IT = Washington State Ferries Information Technology department

JAWS = An object-oriented adaptive web server

ODBC = Abbreviation of Open Database Connectivity, a standard database access method developed by Microsoft Corporation.

OFM = Washington State's Office of Financial Management

OST = The Office of State Treasurer

LM = The function of determining space availability on a specific sailing, factoring in the boarding access methods, preferential loading, reservations, and first-come-first serve. Each customer, (vehicle, walk-on) is given a tag designating the specific sailing they will board.

M = Mandatory Requirement. Vendor must provide a response or be disqualified.

Media Types = Acceptable forms of payment for ferry tickets such as: cash, US and Canadian, transit vouchers, credit cards, commercial charge accounts, travelers checks.

MS = Microsoft

Political Subdivision = Any unit of local government within the states of Washington and/or Oregon that receives state funds (e.g., cities, counties, school districts, special purpose districts local service districts) is a member of the states' purchasing co-op, and is authorized to purchase from state contracts by inter-local agreements. For the State of Oregon, the term "political subdivision" includes nonprofit corporations and institutions of higher education (e.g., colleges, universities, community and technical colleges)

POS = Washington State Ferries current Point of Sale System

Purchaser = Unless otherwise restricted by the RFP, includes all members of the State of Washington, State Purchasing Cooperative and/or the State of Oregon Cooperative Purchasing Program including where applicable: State agencies, political subdivisions of Washington or Oregon, qualified non-profit corporations, institutions of higher education (e.g., colleges, universities, community & technical colleges) who choose not to purchase independently under RCW 23.B.10.029.

RCS = The Revenue Collection System, including all hardware, network, back office and revenue accounting software and hardware for use by potentially all WSDOT divisions for fare and toll collection on a statewide bases.

RCW = Revised Code of Washington – current Washington State law

RFP = Request for Proposal

Rdb = Oracle's relational database purchased from Digital Equipment Corporation

RFCS = Regional Fare Coordination System, which is comprised of seven regional transit agencies working together to implement a smart card based regional transit system.

SOAP = Simple Object Access Protocol, a message-based protocol based on XML for accessing services on the Web. It employs XML syntax to send text commands across the Internet using HTTP.

Software = Software is instructions for computers that users run or execute. It is a series of instructions that perform a particular task called a program. Two major categories of software: (1) "System Software" and (2) "Application Software". System software is a set of control programs such as the operating system, database management system (DBMS), and all the utilities that enable the computer to function. Application software is any program that processes data for the user (inventory, payroll, spreadsheet, word processor, etc.).

SOW = Statement of Work

SMS =Systems Management Server, a set of tools from Microsoft that assists in managing PCs connected to a local-area network.

SQL = Structured Query Language, a language used to interrogate and process data in a relational database designed for client/server environments support SQL.

System Availability = System availability is defined to be 99.99.

TCP/IP = Transmission Control Protocol/Internet Protocol, a communications protocol developed to provide transport functions.

TNB = Tacoma Narrows Bridge project

TRAINS = Washington State Department of Transportation's reporting and accounting system

Turnkey System = For the purpose of this RFP – a turnkey system is meant to be: A complete system, ready for turnover to WSF for WSF operation, management and control. This is to be based on an existing core platform with limited customization, that has been implemented and in use by at least five (5) US enterprises.

Vendor = an entity intending to submit or submitting a proposal for the RCS project. This term is also used to denote the entity, which has been awarded the RCS contract.

Vendor's Representative = An individual designated by the Vendor or contractor to act on its behalf and with the authority to legally bind the Vendor or contractor concerning the terms and conditions set forth in bid and contract documents.

VME = Vehicle Matrix Equipment, equipment that measures a vehicle's dimensions (length, width, height, weight, number of axels) as it approaches a sales/redemption point.

VMS = Virtual Memory System, a multi-user, multitasking, virtual memory operating system that runs on DEC's VAX and Alpha lines of minicomputers and workstations.

WAN = Wide Area Network, a communications network that covers a wide geographic area, such as state or country.

WSDOT = Washington State Department of Transportation

WSF = Washington State Ferries, a Division of WSDOT

XML = Extensible Markup Language, an open standard for describing data. It is used for defining data elements on a Web page and business-to-business documents.

2 Introduction

Washington State Ferries (WSF), a Division of the Washington Department of Transportation (WSDOT), is initiating this Request for Proposals (RFP) to solicit Vendors interested in leading an effort to:

- Review design requirements and write functional specifications to assure a state of the art, efficient, standardized and auditable revenue collection and reporting system
- Deliver with limited customization of an existing product, a turnkey Revenue Collection System (RCS) based on already established design requirements
- Implement the new system, train the trainer and provide initial system maintenance and support through beta testing and during the software warranty period

Over the past four years WSF has been studying designs for a new RCS. The primary goals of this process are to make significant improvements in operating processes, and to improve customer service/convenience. A contract was awarded in 2002 for Phase I of this project, which called for development of a high level conceptual design and functional requirements for the new system. Phase I has been completed.

While RCS is initially envisioned as being central to WSF's daily operations, WSDOT intends that the benefits of this procurement also be available to other WSDOT divisions, or political subdivision on a statewide basis in the event that other projects requiring collection of revenues are built may use the awarded RCS contract as defined in Appendix A — RCS Phase II Contract Terms and Conditions. RCS will affect numerous WSF business practices and operating processes. The Vendor selected as the general contractor for this project will be required to take full responsibility for completing the comprehensive design of the new system, for acquiring the infrastructure, for developing the system, and for providing maintenance and support as noted above.

The physical layouts of many terminal facilities impact the project scope, and it will result in significant changes to business processes throughout the ferry system. In addition to requiring major changes to the physical layout of terminals, this system will have a point of sale process that accommodates the complexities of the largest vehicle and passenger ferry system in the country. It will have modules for financial processing and reporting, and capturing all financial transactions and operating statistics of WSF. RCS will integrate the various modules to facilitate sharing of data between users and applications. RCS must be open and expandable to accommodate future changes. Section 5.3, Statement of Work contains more details of the scope of work.

2.1 Project Objectives

WSDOT plans to replace the existing POS system, with a new revenue collection system that provides a full range of functionality to support both operations and administration needs of WSF.   The new system must be built on proven state of the art software and hardware architectures, and must provide operational benefits for WSF including:

- Improved passenger and vehicle traffic toll collection and ticket validation
- Improved traffic management
- Easy integration of new business functions adopted by WSF

As part of the new Revenue Collection System (RCS), WSF will be integrating with smart card and transponder fare collection systems, in coordination with other regional transit authorities.

The new RCS should solve many of the problems the current POS system does not address. Four of the most important issues are listed below:

- Incorporate controls, which ensure that all revenues are both collected and recorded, while providing an audit trail and full integration with a centralized, back office function
- Enhance customer convenience by moving the point of purchase out of the tollbooths to the Web, kiosks, retail facilities, and/or vending machines whenever possible
- Replace the current aging and difficult to support POS system with a fully integrated RCS, which will also integrate with the Regional Fare Coordination System and vehicle toll technology
- Integrate the San Juan Islands and Sidney BC revenue collection and reporting into the new RCS

The RCS project objectives cover all aspects of design, development, testing and implementation of a new turnkey Revenue Collection System. Full automation should be considered beyond the scope of this project; however, providing the platform to support full automation is within scope of this project. The RCS project must provide business process improvement opportunities to achieve more effective and efficient business processes throughout. In addition the four issues listed above, eight primary objectives and eleven supporting components have been identified for the new RCS and are listed below:

Primary objectives:

- Define and document the business processes
- Develop requirements for a new system while assuring alignment with customer needs and expectations, and maximize business efficiencies

- Improve revenue controls and ability to audit the revenue system - (refer to Section 2.1.2 Internal Controls)
- Replace the aging POS, back office accounting, system interfaces/applications, and integrate all revenue collection points into an integrated system
- Integrate with Regional Fare Coordination System (RFCS)
- Include San Juan Island and Sidney BC revenue collection and reporting into the new system
- In anticipation of adoption of new tariff regulatory changes by the Transportation Commission, which develops and recommends new tariff alternatives, the new system must be able to easily implement approved revenue collection system initiatives, such as expansion of monthly passes and period (daily, hourly) pricing of fares
- Integrate with Tacoma Narrows Bridge project's vehicle transponder toll technology

The Supporting components and general requirements of the RCS project are:

- Develop an integrated turn-key electronic system encompassing hardware and software which supports multiple methods of payment at toll booths and off premises locations
- Minimize transaction-processing time at the tollbooth. Transaction processing must not change how early a customer must arrive at a terminal in order to travel on a particular sailing
- Incorporate and support established seller performance measures, policies and procedures
- Develop a computer application that will support the evolution from the existing fare collection and control environment to the new system.
- Assure continued consolidated financial and traffic reporting, as well as improved/real time executive and management reports
- Implement an application that will operate in WSF's information technology infrastructure, including client server and local area networks — wired and wireless
- Include comprehensive, documented fare collection, control policies and operational procedures
- Develop and document opportunities for current and future improved vessel load statistics
- Develop and document current and future system requirements for integrating preferential loading and reservations
- Provide training and on-going support
- Facilitate improvements in variances and accounting errors for bank remittance

2.1.1 Business Processes

The key business processes, which must be addressed by RCS, are listed below:

- Sale of ferry media by multiple sources
- Collect and verify fares at terminals
- Manage preferential loading and space availability
- Manage vessel manifests and traffic statistics
- Collect and verify sailing statistics
- Record, safeguard and reconcile payments received
- Account for and report on WSF revenues
- Manage and reconcile WSF revenue from all sources

2.1.2 Internal Controls

The current system of internal controls for sales processing and recording requires substantial manual procedures to verify the accuracy of sales.

The RCS must incorporate controls to ensure:

- Recording of all sales transactions (unique transaction number, time-stamp, seller, fare)
- All redeemed fares are recorded
- Vehicles, vehicle passengers, and walk-on passengers that board the ferry are accurately counted. Periodic spot counting/verification of vehicle passengers
- Sales reconcile to bank deposits and fares redeemed. Improve audit and internal controls such as reconciliation of sales to bank deposits, triangulate sales to bank deposits, sales to redemption/validation, and provide automated confirmation of redemption. Sales and redemption or redemption and confirmation may occur at the same time depending on the physical characteristics of the ferry terminal. Confirmation in the context is in effect a manifest or count of vehicles, vehicle passengers and walk-on passengers boarding a vessel that is independent of sales or redemption.
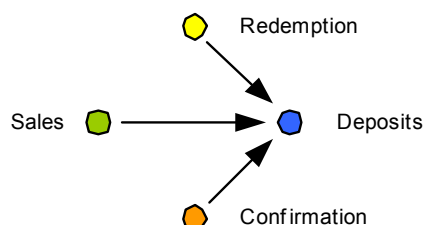
Triangulation compares three values to estimate or test the reasonableness of a fourth value. The three components of the transaction sales, redemption and confirmation can be used to triangulate / reconcile the amount of the bank deposit.

- Confirm the number of passengers and vehicles on a sailing independent of sales and redemption. It is anticipated that this confirmation will be automated.

For example: Colman Dock passenger level sales occur either at a self-service kiosk or at a tollbooth. Redemption occurs as passengers pass through turnstiles. Counters at the ferry boarding point confirm redemption. In this example, sales are reconciled by redemption, and redemption by the confirmation count.
Colman Dock vehicle tolls are sold and redeemed simultaneously at the tollbooth. Redemption is confirmed by counting equipment placed on the transfer span (transfer span is the portion of the dock that connects a vessel during loading) as vehicles board.

Passengers in a vehicle are counted during the redemption process at the vehicle tollbooth. This count confirms the sales of passenger fares providing a count of passengers for the vessel manifest. The system assumes the number of passengers in vehicles does not change between redemption and boarding. Since no automated technology is currently available to automatically confirm the number of passengers in a vehicle, a periodic confirmation will occur by terminal staff reading the receipts and confirming the number of paid passengers in the vehicle.

The metric used by the vehicle confirmation equipment must be gathered during the sales or redemption process. For example: if vehicle axle counts are used for confirmation at the vessel boarding point, the sales process must capture the axles of the vehicle during the sales/redemption process.

2.2 Overview of Current Systems

The ferry system is a complex business operation designed to meet a wide range of client requirements. WSF operates the largest public ferry transportation system in the country. It is part of the local social fabric. A large number of Puget Sound residents rely on the ferry to commute to work, to conveniently travel to island and peninsula locations, and to enjoy recreational activities.

WSDOT currently operates a custom built Point-of-Sale System that was implemented in 1994. WSDOT ticket sellers, attendants and terminal agents, to meet day-to-day needs associated with the accurate and timely collection of vehicle/passenger fares, and, revenue consolidation and reporting, use the current POS system. The existing system also includes administrative applications for financial and statistical reporting, interfaces to the WSDOT general ledger, and reporting to the State Treasurer. The technology and equipment are aging. It is estimated that the system will not meet WSDOT's revenue collection needs beyond the year 2004 since it does not have the capability for acceptance of additional methods of payments such as PIN-based Debit, Smart Card, and Transponder.

There are twenty (20) vehicle and passenger loading terminals, including one international terminal located in Sydney, BC, in the WSDOT system. Some ferries carry passengers only, while the majority carry both passengers and vehicles and are capable of

carrying freight and over-sized vehicles. Each terminal has different characteristics related to traffic, clientele, and relationships with other transit authorities, infrastructure and the number of routes served. Figure 1 — WSF Ferry Terminals Map, illustrates WSF's ferry routes, annual ridership and terminal locations operated by WSF.

Figure 1 - WSF Ferry Terminals Map
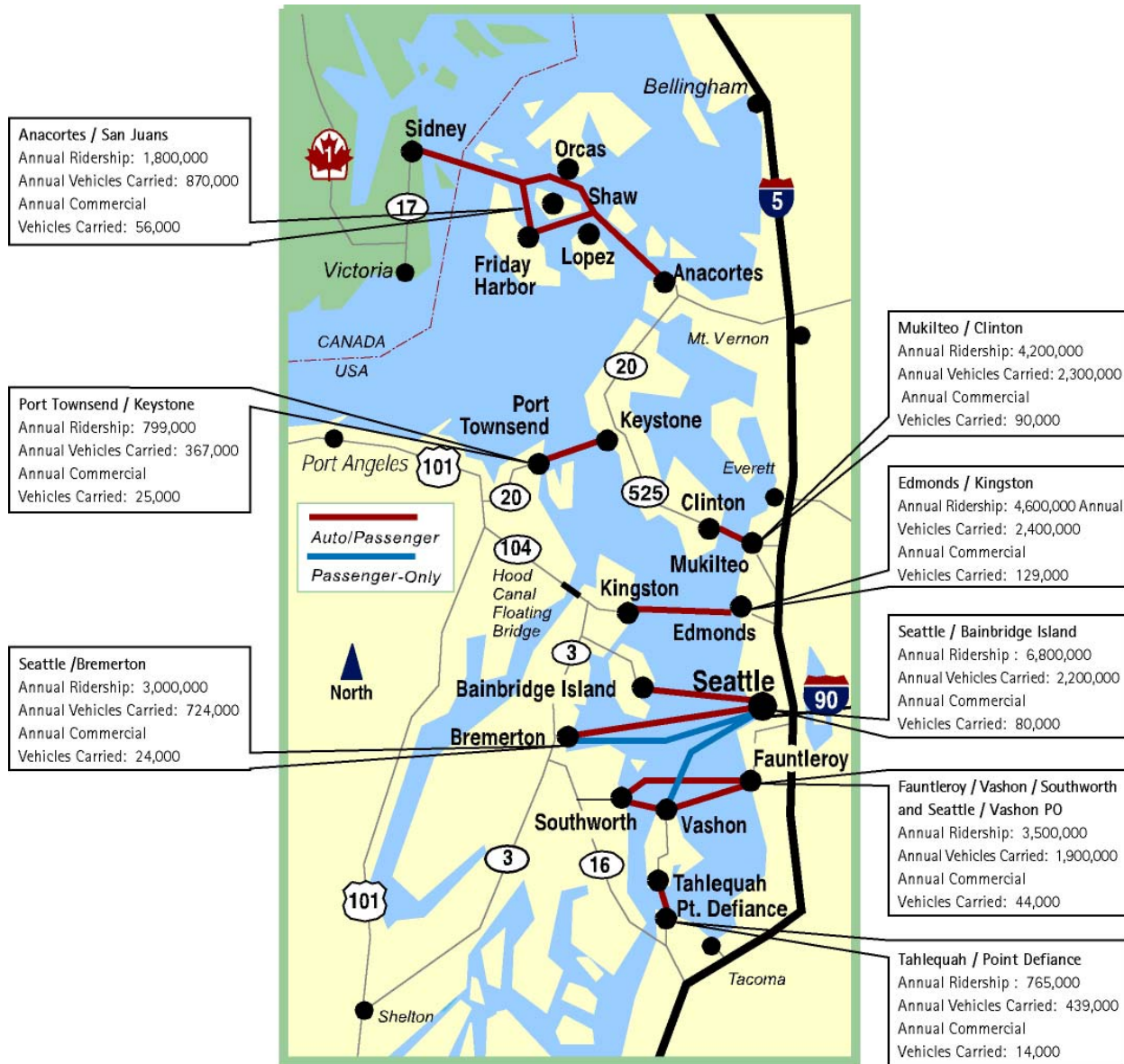
2.2.2 Existing Applications

WSF uses a number of loosely integrated applications, stand-alone applications and a large number of manual systems and procedures to manage and audit revenue collection. This makes it increasingly difficult for WSF to introduce new products and services that

meet requests of management and the increasing demands of our customers for new and improved services. Many of the applications in Figure 2 — Existing WSF applications were developed using legacy development tools and languages, such as VMS FORTRAN, Mainframe Cobol, Digital Equipment Alpha Hardware and Oracle Rdb relational databases. Due to the age, design, languages, hardware and software architectures of these applications, WSF is no longer able to add the additional functionality that it needs in order to meet the current business requirements and customer demands. All of these systems, with the exception of TRAINS, are operated and maintained by the staff and outside contractors of Washington State Ferries IT Department.

Figure 2 – Shows the existing WSF Applications and identifies current systems interfaces.

Figure 2 - Existing WSF Applications

Existing WSF Application environment
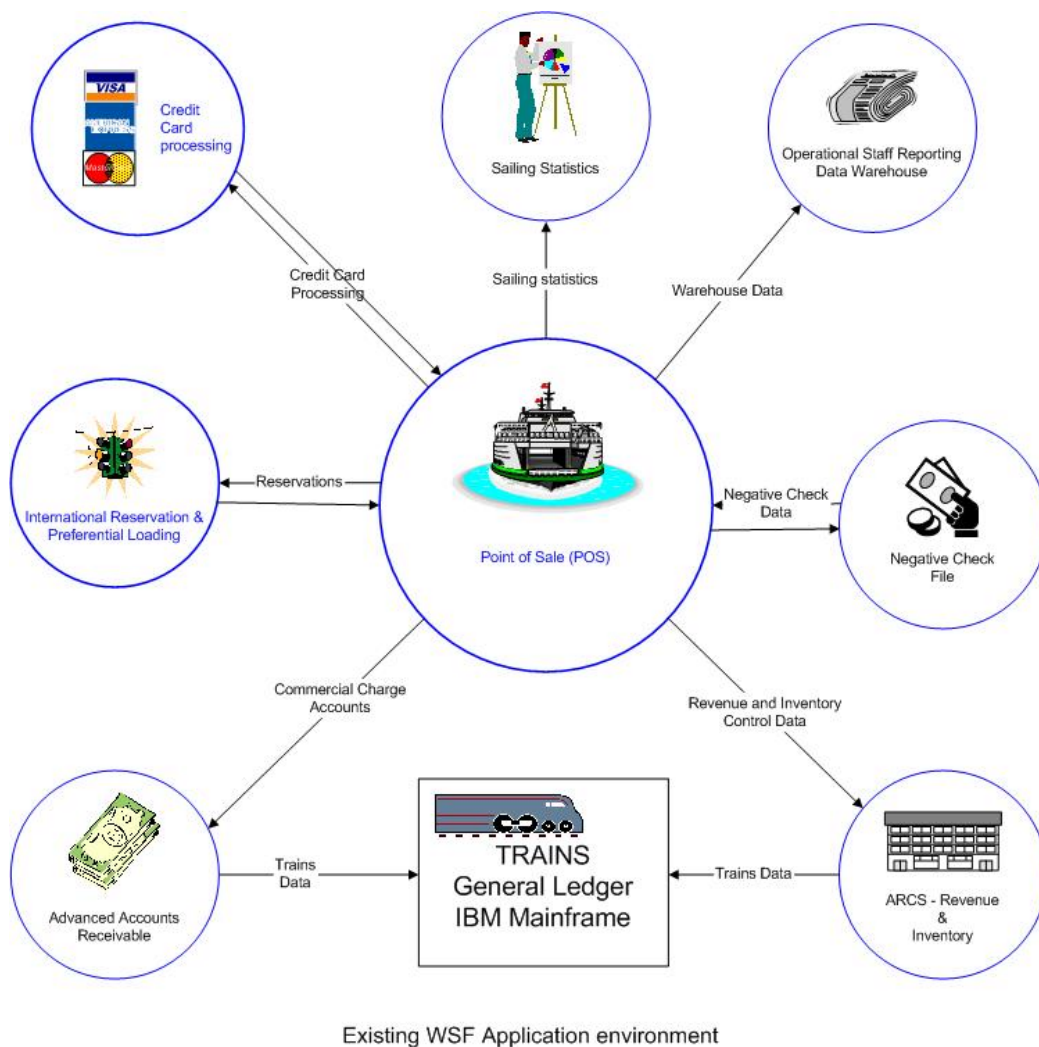
2.2.2.1   Existing Point-of-Sales System

The current WSDOT POS environment consists of peer-to-peer distributed networked Alpha Processors supplied by HP. These computers run Open VMS, a multi-user operating system. Two additional Alpha Processors are used for training and for application development and testing.

Each of the computers is uniquely named to separate network operations and tasks. The following table provides the regional processors' assigned names, locations and the terminals each processor supports. Each regional processor handles revenue data for three or four ferry terminals.

CPU Name	Location	Supported Terminals
AN	Anacortes	Anacortes, Port Townsend, Keystone
BI	Bainbridge	Bainbridge, Bremerton, Kingston
NS	Colman Dock	Fauntleroy, Southworth, Mukilteo, Clinton, Vashon
SS	Colman Dock	Colman Dock, Edmonds, Port Defiance, Customer Service
HQ	2911 Building	Hot Spare, Headquarters
MRS	2911 Building	POS warehouse databases
Train	2911 Building	Support user training
DEV	2911 Building	Supports application development and testing

DECnet and TCP/IP protocols are simultaneously supported by the OpenVMS systems. The DECnet protocol is used for program-to-program communications and data transfers between processors. A proprietary network protocol provides a set of features that are incorporated in applications. WSF uses DECnet extensively to transfer data, as well as to control and program code between processors over a bridged network.

The TCP/IP network protocol is used for client/server communication and all terminal and printer communications. All POS devices utilize TCP/IP exclusively for communication with the regional processors. The POS devices (DECashier's) are character cell devices, which are composed of a cash drawer, custom developed keyboard, a VT420 CRT, combination magnetic/barcode reader, receipt printer, two custom external customer displays, and a check reader. The current DECcashier terminals are connected to a terminal server located at each terminal facility through serial lines.

The POS System was a custom developed application using Fortran for all mainstream modules, COBOL for reporting, and Digital Equipment's Forms Management System for screen handling and SQL for database operations against an Oracle Rdb relational database.

The following represents the core functionality of the POS System:

- Passenger and vehicle fare sales
- Pass and ticket sales
- Sailing schedule and fare table maintenance
- Terminal reconciliation
- Seller final declare and reconciliation
- Reporting
- Sailing statistic tracking
- Station and seller fund management
- Electronic payments via credit card
- Voucher program

2.2.2.2 ARCS System

The Automated Revenue Control System (ARCS) was custom developed for WSF. It supports various seller and agent functions, as well as bank deposit reconciliation and terminal sales reporting. Daily sales data is supplied to ARCS from the POS System, which is used at thirteen (13) terminals through out the Puget Sound area. Sidney BC, Shaw, Lopez, Friday Harbor and Orcas Islands do not use ARCS. Terminal bank deposit information is supplied to ARCS from U.S. Bank through an automated daily feed. ARCS facilitates matching of the POS sales data with the daily deposit reports from U.S. Bank.

ARCS is a menu based system with security designed to allow each user access to only those functions that the specific user requires in order to complete their tasks. The front end is built using Microsoft Access with an ODBC connection to a relational Oracle Rdb database on the HQ processor. The following represents core functionality for the ARCS System:

- Receives data transfer from POS
- Data transfer to TRAINS (revenue, Accounts Receivable, cash receipts)
- Bank deposit reconciliation
- Deposit adjustments
- Mark date to post and create TRAINS data
- Produce standard reports
- Import bank data

2.2.2.3 Ticket Inventory System

The Ticket Inventory System was designed to automate the shipment, receipt and tracking of all ticket stock from the printers to the warehouse, sellers and to retail customers. The Ticket Inventory System was developed as a back-end system to the POS

System. This system was designed to provide functionality for auditing the inventory at the various locations, i.e. warehouse and seller stations. The original design of the system met the immediate needs and goals of the users (warehouse personnel, agents and ticket inventory headquarters); however, as time has passed, the Ticket Inventory System no longer meets the needs of its users.

The Ticket Inventory System uses a Microsoft Access front end and ODBC connections to an Oracle Rdb relational residing on the HQ processor.

The following represents the core functionality for the Ticket Inventory System:

- Receives inventory
- Issues inventory
- Physical inventory entry
- Generates stock shipment verification
- Generates station stock transfers
- Generates stock adjustments
- Produces standard reports
- Prints pick and packing lists

2.2.2.4 Advanced Accounts Receivable System

WSDOT Advanced Accounts Receivable System is a module of WSDOT's Government Financial System "TRAINS". Advanced Accounts Receivable was designed to maintain and administer receivables due; it was specifically modified to support requirements to track, maintain and administer receivables for WSF's variety of customers.

The following represents the core functionality for the Advanced Accounts Receivable System:

- Updates and maintains instructions on control of cash
- Processes cash receipts
- Processes journal voucher payments from other state agencies
- Reconciles daily cash receipts
- Monitors overdue account balances and contacts responsible organization to ensure that follow up collection action is taken
- Maintains payment schedules
- Tracks and maintains recurring receivables
- Generates monthly invoices
- Manages adjustments or write-offs

- Reports – Receivables aging report
- Identifies receivables sent to a collection agency

2.2.2.5 Sailing Statistics Application

The Sailing Statistics application summarizes and stores ticket sales information for traffic statistics and analysis. It categorizes the ticket sales counts by type of fare for each of the thirteen (13) Puget Sound terminals. (Refer to Appendix L – WSF Tariff for a complete list of fare types and fare amounts). These fare type counts are recorded according to the source ferry terminal and the route. Sailing statistics for the San Juan Islands and Sidney BC terminals are currently manually entered into the Sailing Statistic system. Collection and analysis of the traffic counts enables WSDOT to:

- Plan and schedule appropriate vessels for each route
- Determine ferry terminal facilities requirements for future business
- Plan and schedule vessel improvements and replacement
- Provide data to support various city and county transit programs

The implementation of the Sailing Statistics application employs client-server techniques and allows flexibility in producing predefined reports using the processing power of a local computer. All application code resides in a Graphical User Interface application (GUI), Microsoft (MS) Access, and MS Visual C++ for application programs, or as Structured Query Language (SQL) scripts on the server. The Sailing Statistics application executes a daily routine to extract data from POS and inserts the data records into the traffic statistics database.

The following represents the core functionality for the Sailing Statistics application:

- Data extraction
- Entry of non-POS daily data
- Sailing statistics update
- Lookup table maintenance
- Predefined and custom queries
- Reporting

2.2.2.6 Online Pass Sales (permits) Application

WSDOT uses a 128-bit Secure Cold Fusion Internet application with an MS SQL Server back-end to sell monthly ferry passes, bicycle permits, carpool permits, and vanpool permits online. Passes are issued monthly, while permits are issued annually.

A customer user interface is in place on WSDOT's secure Internet server that allows customers to perform common shopping cart functions to acquire passes.

Various WSF business rules are enforced through WSDOT's Secure Internet application regarding which personal information is collected, and how many passes are allowed to be purchased at one time.

The Internet application also has a component that securely validates and processes the real-time pass order using a customer's credit card for payment.

A customer's personal and credit card information is stored via session and client variables on WSDOT secure Internet server during the pass ordering process. The session and client variables are deleted after a customer completes their transaction, or 30 minutes of Web browser inactivity - which ever occurs first.

Complete order history is accessible by the customer or WSF internally after an online pass transaction, via WSF's secure Internet application. This gives WSF and the customer the ability to recall detailed transaction history for any pass order at will.

WSF's online pass sales application uses WSF's CCR (Credit Card Refund) application for any refunds.

The following represents the core functionality of the Online Pass Sales Application:

- 128-bit secure internet application
- Provides common shopping cart functionality
- Collects and validates personal information
- Enforces WSF pass sales business rules
- Provides real-time credit card validation and processing
- Provides detailed transaction order history
- Uses WSF Credit Card Refund application for refunds

2.2.2.7 ARGO International Reservations and Preferential Loading System

Customers can make vessel reservations for routes starting or ending in Sidney, BC, to or from Anacortes or other San Juan Island terminals. Reservations are made either by the customer using the Web reservation system or by phone, talking with an information agent who enters data directly into the WSF reservation system. A credit card is required to make a non-refundable trip deposit. The fare purchase is reduced by the deposit amount when the reservation is redeemed. The credit card deposit revenue is reconciled with the other credit card sources through Alliance Data System (ADS), WSDOT credit card authorizer, TRAINS, bank reconciliation reports and report data from the source systems. All data is stored in a Microsoft SQL database and is accessed through a client server application developed in PowerBuilder as an integrated module of the Automated Operations Support System.

WSDOT has eighteen (18) different categories for preferential loading and a complex set of rules that are used in determining preferential loading of vehicles; ARGO's International Reservation System incorporates and uses this set of rules when determining whether space is available before a customer can make a reservation. Emergency vehicles, such as ambulances, receive the highest loading priority, while vanpools and car pools have priority over commercial traffic.

The following represents the core functionality for the ARGO Reservation System:

- Create a reservation request
- Determine availability of space
- Book change, and cancel reservations
- Confirmation letter generation (Refer to example in Appendix M – Web Confirmation Letter)
- Reservation check-in
- Verification and modification of reservation
- View reservations
- Set space allocations on a route/sailing basis
- Record no-shows
- Generate management reports and manifest

2.2.2.8 General Ledger "TRAINS"

The Transportation Reporting and Accounting Information System (TRAINS) is a modified version of the Government Financial System, an integrated and relational automated financial management system designed by American Management Systems, Incorporated. TRAINS is an IBM mainframe application supported by WSDOT in Olympia, Washington.

TRAINS is the official accounting record for WSDOT and is the official repository for all the accounting data generated from every application system with an accounting component. Amounts shown in TRAINS should be used as the primary source in preparing fiscal and major financial status reports for the department.

TRAINS was designed to work with other WSDOT systems that depend on the department's automated accounting system for financial information. TRAINS receives data from WSF ARCS, POS.

TRAINS uses double entry accounting. Offsetting entries for data entered are automatically posted, except for journal vouchers where both credit and debit amounts must be entered. The debit must equal the credit for each fund within every document processed.

The following represents the core functionality for TRAINS:

- Budgeting—Records and adjusts revenue and expense budgets, appropriations and allotments
- Expenditure accounting—Records payment vouchers, check/warrant writing and disbursements
- Accounts Payable—Maintains payable records, including open versus cleared amounts. Information is accessible via on-line inquiry for payable open items.
- Accounts Receivable—Maintain invoice records, including open versus cleared amounts. Information accessible via on-line inquiry for receivable open items. Aging reports are produced monthly in hard copy
- Revenue Accounting—Records monies billed and collected
- Cost Allocation—Automatically redistributes indirect costs (labor, printing services, materials lab, goods & services, etc.) from a Work Order Group to other Work Order Groups
- Project Billing—Collects expenditures and verifies their eligibility for billing and availability of project funds before sending them to other processes within TRAINS which create the receivable and billing documents
- Work Order Accounting—Allows the ability to track authorized dollars, expenditures and disbursements by work order. Work orders serve as cost centers for WSF activities
- Support fund types and compliance with Generally Accepted Accounting Principles
- Uses modified accrual basis accounting for governmental fund types
- Produces standard and customized reports

2.2.2.9 Back Office Applications

The WSF back office applications include major functional areas for revenue accounting, cashiering, capital accounting and financial reporting. A significant portion of the accounting department's resources are used daily to account for the various types of revenue transactions earned by WSF with many tasks performed manually. The cashiering function manages the daily balancing of WSF revenue and non-revenue funds. It is also responsible for the deposit of funds from WSF bank accounts, which are swept into The Office of State Treasurer (OST) concentration account, then posted to the appropriate WSF accounts (funds). The revenue bank account is used to deposit all WSF revenue collected from the following sources:

- Ferry terminals

- Accounts receivable (lockbox)
- Credit card receipts

Some of the sub-functions of the back office are:

- Reconcile daily revenue details to actual cash received
- Reconcile credit card payments received through the ARGO reservation system
- Reconcile deposits per bank statements to the information received from the POS
- Reconcile change orders to the actual reimbursements
- Reconcile the accounts receivable control in the TRAINS General Ledger to the subsidiary ledger on a monthly basis
- Reconcile refunds to actual sales transaction canceled
- Reconcile credit card payments per POS to the ADS and OST reports
- Reconcile daily amounts swept by the OST from the WSF bank accounts to POS data
- Generate various reports and prepare disclosure information to be combined with other WSF data to meet requirements of the Office of Financial Management (OFM)
- Prepare input for statewide annual financial statements and compare the final trial balance to the various reports and disclosure requirements to ensure agreement with the financial information disclosed/reported in the financial statements
- Review and replenish petty cash accounts

Currently, the back office functions are being achieved by downloading information on a daily basis from the POS, ARGO, ARCS, Accounts Receivable systems, OST Treasury Management System, banks and the TRAINS general ledger. Downloaded information is converted to Excel spreadsheets. These spreadsheets are used to extract data for various reports produced, reconciliations performed and to comply with the disclosure requirements of OFM.

Some of the various reports produced are:

- Monthly revenue recap report
- Monthly revenue summary report
- 3-year fare box revenue comparison report.
- Bank reconciliation (deposits only)
- Reconciliation report of the NSF account.
- Reconciliation report of the accounts receivable control account to the subsidiary ledger

- Various disclosure requirements as required by the Office of Financial Management (OFM)
- Quarterly capital work in progress reports
- Monthly depreciation worksheet
- Financial grant status report
- Financial revenue reports

The main emphasis of the accounting back office operation is on reconciliations and transaction processing. Summarized transactions are passed on to the TRAINS general ledger and maintained in Olympia

2.2.2.10 Existing Network Topology

The existing network topology evolved to connect terminals to the existing POS system, which includes four regional servers and two servers in the Head Office. As result, the existing WSF network has multiple hubs (Head Office, Colman Dock and Olympia) and spokes. The Colman Dock hub serves Edmonds, Bremerton, Bainbridge Island, Kingston, Clinton, Mukilteo, Port Townsend, Anacortes, Keystone, Fauntleroy, Vashon Island, Southworth, Point Defiance, San Juan Islands and the North Sound regional center in Everett. The Head Office hub serves Eagle Harbor, which is linked to Alliance Data System (ADS) credit card services and the data warehouse. An Olympia systems group provides Internet access and access to TRAINS. Bainbridge Island also hosts direct links for Bremerton and Kingston. Anacortes hosts direct links for Port Townsend and Keystone.

The WSDOT operates a bridged mixed protocol wide-area network to support the current POS system and standard networked computer operations for other applications, email and file sharing. After many years of change, growth, the introduction of new systems, new technologies and point solutions, the overall performance of the WSF network has been adversely impacted.

The WSDOT network consists of bridged connections to most ferry terminals, concentrating at the Colman Dock and at the Head Office at 2911 2nd Avenue, Seattle (see Appendix K). The connections between WSF workplaces consist of the following:

- One 100 MB fiber cable connects the Colman Dock and the Head Office. One of these links is allocated to routine network (TCP/IP); the other is dedicated to DECnet traffic for the existing POS system
- One 100 Mb fiber cable connects the WSF WAN to the WSDOT network in Olympia
- Fractional T1 connections to seventeen (17) terminals and to the Eagle Harbor maintenance facility

- Secondary connections between Bainbridge Island, Bremerton and Kingston ferry terminals
- Secondary connections between Anacortes, Port Townsend and Keystone
- 56Kb links to Shaw, Orcas and Lopez islands
- Dial-up access to the Wide Area Networks (WANs) through a Cisco 2511 access server
- The contract terminal at Sidney, BC, is not connected to the WSDOT WAN

Data processing of the WSF POS activities is distributed across five locations:

- The Head Office
- WSDOT IT and DIS facilities in Olympia (TRAINS and web access)
- The Colman Dock
- The regional POS system at Bainbridge Island
- The regional POS system at Anacortes

The WSDOT site in Olympia provides access to the Internet, TRAINS, WSF Web-based applications, traffic (sailing) statistics and other systems.

2.3 Terminal Characteristics

WSF terminal facilities range from large terminals with high activity levels to small but functional terminals on routes with lower ridership. Seattle's Colman Dock is WSF's busiest terminal, serving along with its connecting terminals, Bainbridge and Bremerton, approximately 40% of WSF's total ridership. Colman Dock's main features include three docking slips for auto-passenger ferries and a large off-street holding area for vehicles, enclosed waiting rooms, overhead loading facilities for walk-on passengers and a passenger only terminal. In contrast, the terminal facilities at Shaw Island and Tahlequah have only a single loading ramp, which must be shared by both vehicles and walk-ons, and minimal off-street holding capacity for vehicles. Other WSF terminal facilities fall between these two extremes.

Many of the concepts/processes referenced in this document will be unfamiliar to those not directly involved in terminal operations. In addition to the following information Figures 3 and 4 provide information about terminal characteristics for the current facilities, terminal holding areas and a definition of terms.

WSF operates twenty-eight (28) vessels, servicing ten (10) routes from twenty (20) terminal locations. Each terminal is unique in its configuration, ability to stage passengers and vehicles prior to loading, and type of facilities it offers for selling and redeeming fares, as well as boarding. Further, fare policies, such as one point passenger fare collection, add to this uniqueness with another layer of complexity. These characteristics have a significant impact on implementation of RCS functionality. These unique facility characteristics require the application of different fare collection elements.

Six WSF terminals have been grouped by common characteristics for the purpose of establishing some level of standardization of fare collection elements at each terminal within a group. These six terminals processed 64.4% of WSF's 2002 rider-ship. The key characteristics used to separate the terminals into groups are physical facilities and fare determination. Refer to Figures 4 and 5 for the terminals groupings and characteristics.

- East Side Model – Vehicle/Driver and passenger fare payment requirement with physical separation of vehicle and passenger walk-on streams, sufficient vehicle staging and adequate right of way for Vehicle Matrix Equipment (VME)
- West Side Model – Vehicle/Driver only fare payment requirement with physical separation of vehicle and passenger walk-on streams, sufficient vehicle staging and adequate right of way for Vehicle Matrix Equipment (VME)
- Nonconforming Terminals – these terminals lack at least one element of the physical characteristics to be included in one of the two model terminal types

2.3.1 Daily Transaction Statistics

The following table (Figure 3) summarizes daily POS transaction volumes at each of the terminals operated by WSDOT. The table provides daily averages as well as high and low daily transaction volumes for each WSF operated terminals.

Figure 3 - Daily Transaction Statistics

Terminal	Prepaid			Single-fare		
	Average	High	Low	Average	High	Low
Anacortes	642	1,188	281	2,088	6,363	520
Bainbridge Island	1,667	2,485	682	1,608	2,688	486
Bremerton	1,382	2,658	166	705	1,473	233
Clinton	1,747	2,470	790	1,550	3,061	462
Colman Dock	8,755	14,871	2,391	6,846	14,566	3,056
Edmonds	2,198	3,368	887	4,286	9,919	1,437
Fauntleroy	2,725	3,850	1,061	1,691	4,401	780
Keystone	110	273	15	1,019	2,658	7
Kingston	1,341	1,883	582	2,160	3,740	734
Mukilteo	2,793	3,843	1,196	3,188	7,134	924
Point Defiance	700	1,321	242	442	1,517	125
Port Townsend	143	772	23	1,030	2,694	0
Southworth	619	1,681	214	536	1,217	251
Vashon	365	1,063	5	0	0	0
Total	25,187	41,726	8,535	27,147	61,431	9,015

Contract Terminals on the San Juan Islands and at Sydney BC, employee subsidized, or web sales are not included in the above table.

Figure 4 - WSF Terminal Characteristics

Terminal Characteristics – Fare Determination & Physical Facilities (current)							
Type of Fare Payment	Location	LM[1]	Vehicle Stream			Passenger Stream	
			Tollbooths	VME	Staging[2]	Tollbooths	Overhead[3]
Vehicle, Driver and Passenger	Anacortes	Yes	4	Yes	175%	3	Yes
	Colman Dock	No	4	Yes	176%	4	Yes
	Edmonds	No	3	Yes	83%	2	Yes
	Mukilteo	No	3		85%	1	
	Fauntleroy	No	2		43%	1	
	Port Townsend	No	2		147%		
	Keystone	No	2		133%		
	Sidney BC	No	2	Yes	150%	1	
	Point Defiance	No	1		77%	1	
	Pier 50 – POF	Yes	-	-	-	1	N/A
Vehicle and Driver Only	Bainbridge	No	4	Yes	99%		Yes
	Bremerton	No	3	Yes	63%		Yes
	Kingston	No	3	Yes	138%		Yes
	Clinton	No	4	Yes	100%		
	Southworth	No	2		115%		
Non-Fare	Vashon	No			77%		
	Tahlequah	No			8%		
SJIT	Lopez	No			75%	1	
	Shaw	No			136%	1	
	Orcas	No	1		104%	2	
	Friday Harbor	No			65%	1	

[1] LM: Load management see Definitions — Section 1

[2] Staging: The capacity of the terminal holding area divided by the largest vessel on the route. For multiple destination terminals – Anacortes, Seattle, and Fauntleroy – the holding area is divided by the sum of the two largest vessels.

[3] Overhead: Boarding of the vehicle and passenger streams are separated.

Terminal Holding Areas

In the vehicle stream Load Management (LM) requires enough holding area capacity to permit staging of a full vessel load plus additional capacity to hold any early arriving vehicles that will be boarded on subsequent vessels. Experience at Anacortes with international reservations and commercial preferential loading has demonstrated that a holding area capacity of 150 percent of the largest vessel on the route is required.

Figure 5 – WSF Terminal Holding Areas

Auto Equivalent Space Capacities – one space equals 20 linear feet						
Terminal	Largest Vessel	Capacity Required	Current Capacity	Adequate for LM	Additional Holding Required	
					Spaces	Feet
Colman Dock	*370*	555	650	Yes		
Bremerton	160	240	100		140	2800
Bainbridge	210	315	208		107	2140
Fauntleroy	*230*	345	100		245	4900
Southworth	130	195	150		45	900
Point Defiance	65	98	50		48	950
Edmonds	210	315	175		140	2800
Kingston	210	315	290		25	500
Mukilteo	130	195	110		85	1700
Clinton	130	195	130		65	1300
Port Townsend	75	113	110		3	50
Keystone	75	113	100		13	250
Anacortes	*320*	480	560	Yes		
Vashon	130	195	100		95	1900
Tahlequah	65	98	5		93	1850
Sidney BC	160	240	240	Yes		
Friday Harbor	154	231	100		131	2620
Lopez	100	150	75		75	1500
Shaw	11	17	15		2	30
Orcas	144	216	150		66	1320

Italics = Multiple destination routes - two largest vessels combined

2.4 RCS Conceptual Overview

WSF's Revenue Collection System (RCS) must meet WSF business requirements through the acquisition of commercially available software packages and vendor independent technology, and through limited customization following modern software design practices.

WSF's strategy is to implement RCS using commercial off-the-shelf hardware and software components wherever possible. The RCS software must be designed and be modifiable using modern, component-based software design. This combination of commercial hardware and modern, component-based software design, will allow WSF to replace its aging POS system, and establish audit and financial controls on a stable platform able to support WSF's long-term vision for revenue collection.

WSF plans to design and implement RCS focusing on providing the maximum flexibility and as longevity possible. This approach will enable WSF to evolve its business practices to meet changing needs, adopt new sales and redemption technologies, and to address a future vision of fully automated sales and redemption, while reducing RCS's total cost of ownership.

Features of the RCS implementation will include:

- **Vendor independence.** Standards-based technology that utilizes commercially available computer and networking hardware, point-of-sale devices, operating systems and applications software, and which will reduce the dependency on any single vendor for hardware or software
- **N-Tier Processing.** Sales, redemption, accounting and reporting functions will be distributed across multiple locations and system devices, each connected to the WSF's wide-area network. In general, current WSDOT Internet/Intranet standards separates the presentation layer from, the business rules layer from, the data layer providing WSDOT systems with security, flexibility and scalability. WSDOT n-Tier architecture is based on W3C Simple Open Access Protocol (SOAP)
- **High availability.** Each component in the RCS will implement elements of fault tolerance and high availability

The RCS will represent an integrated revenue collection and reporting system that addresses WSF's needs for revenue collection, internal controls and management information needs. The following Figure — 6 WSF's Integrated Revenue Collection System depicts WSF concept for the new revenue collection system. RCS will consolidate all WSF revenue and RCS transactions into one system, with consistent processes and appropriate internal controls, thereby ensuring that data is auditable and reporting is backed by verifiable information so decision making can then be based on

supportable assumptions. This will also include those transactions initiated by contract agents, third party sellers and concessionaires.

The RCS will replace aging point-of-sales technology and combine all revenue transactions into one integrated application. The RCS will also provide the sales and revenue collection foundation for integrating WSF with the Regional Fare Coordination System (RFCS) and the Tacoma Narrows Bridge toll collection system. Additionally, the intent is for the system to use commercially available software to implement a sales and revenue management system.

Figure 6 - WSF's Integrated Revenue Collection System
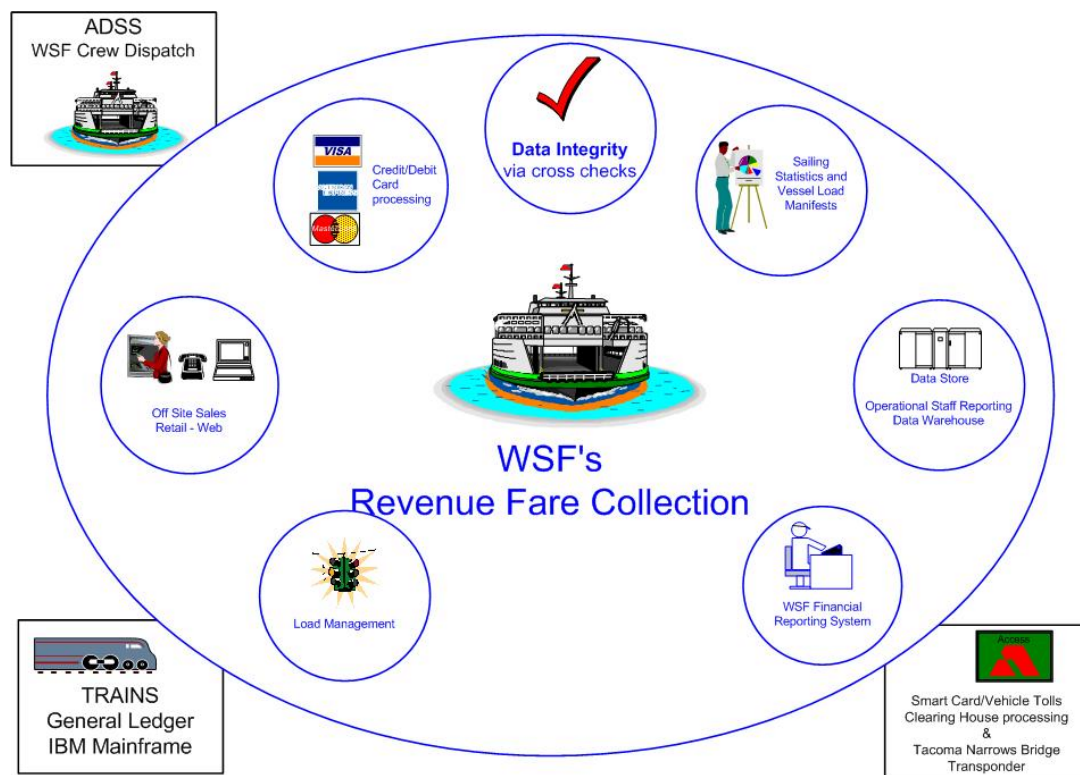
Note: Rectangles denotes interface to external systems.

The following section conceptually describes the functional capabilities, which the new RCS shall provide. The functionality of RCS was derived from work completed during Phase I of the RCS project. A number of recommended changes to existing business practices were identified, and the following are some of the key recommendations:

- Eliminate checks, and paper based commercial charge transactions as a means of fare payment
- Allow for elimination of printed media

- Automate redemption and confirmation are where feasible
- Make sailing statistics accurate and available in real-time
- Resolve audit issues
- Improve internal controls
- Allow payment by pin-based debit card
- Implement signature capture for credit cards
- Implement and integrate other e-payments methods implemented and integrated with multiple payment processors

The RCS will implement the following initiatives in:

- Replace and Update POS technology in the tollbooth. Replacement of existing POS system
- **Consolidate all WSF revenue and RCS transactions into one system**, with consistent processes and appropriate internal controls, thereby ensuring that data is auditable and reporting is backed by verifiable information and decision making can then be based on supportable assumptions. This will also include those transactions initiated by contract agents, third party sellers and concessionaires
- **Install a customizable and reliable RCS.** RCS will use standard point-of-sales devices to accept payments, redeem passes and report sales. The RCS point-of-sale devices will function independently of WSF's network and continue to collect fares during network outages
- **Establish clear redemption processes**. RCS will provide facilities for automated redemption of passes at passenger walk-on boarding points using turnstiles, for example, at some locations, in addition to vehicle and passenger counting technologies for redemption confirmation. Consistent redemption processes allow for confirmation of recorded sales, sailing statistics and banking deposits
- **Integrate RFCS Smart Cards and TNB technology.** The RCS will provide an interface for the integration with the future Regional Fare Coordination (Smart Card) system and Tacoma Narrows Bridge (TNB) project
- **Offer Web Sales and Reservations.** The RCS will provide features for Web ticket, pass, and permit sales; make reservations and provide real-time space availability information
- **Capture and maintain the detail for all types of RCS transactions electronically**. Such detailed data will support detailed matching, automated reconciliation and allow for a more appropriate segregation of duties

- **Augment existing reporting tools with an integrated financial application.** Enhanced reporting will support improvements in expenditure control and provide better management as well as operational reporting

- **Expand the use of alternative forms of payment.** Including such instruments as debit card, WSF card, credit card or e-check

- **Provide access to reservation data in the tollbooth.** Integrated RCS and reservation data will improve throughput, match the reservation deposit with the fare payment and increase customer satisfaction

- **Complete the integration of WSF with other organizations**. WSF will complete the preparation of the RCS technology for integration with the Regional Fare Coordination System and the Tacoma Narrows Toll Bridge Project. This will ensure WSF functionality will align with regional transit processes/capabilities

- **Prepare for the automation of revenue transactions**. Fares will be defined in a way that can be determined by a system-driven, rules-based fare structure.

- **Elimination of charge accounts for commercial traffic**. Phasing out such services would reduce manual processing and eliminate the need for commercial traffic charge account receivables functionality in RCS

- **Track and validate prepaid media as it is redeemed.** Scanning prepaid media during the redemption process will allow for immediate validation and verification as well as provide support for the automation of fare determination and reporting of fare revenue. Once the media has been scanned, it can be electronically cancelled. Physical controls are more easily instituted and the tracking and reconciliation of inventory can be done online

- **Establish confirmation points for all sales and redemptions.** Confirmation points (turnstiles, passenger counters vehicle counters) will enable verifiable revenue controls. This will address the failings in accountability in the existing POS system. All redemptions can be confirmed and can be audited. The output from the redemption processes, supported by the results derived at the confirmation point, will verify that all revenue is collected and reported which will reduce the risk of fraud. Data can be confirmed as being complete and accurate. Data from sales, redemption and from the confirmation points can be combined for reconciliation purposes

- **Establish fare confirmation as the primary task for the ticket seller**. The introduction of automated vehicle metrics equipment for classification of all vehicles will change the historical role of the ticket seller

- **Establish a firm sales/redemption cutoff time.** Assign vehicle and passenger spaces aboard each vessel sailing at the point of sales and/or redemption. Establish a policy on cessation of loading that recognizes those assignments,

safety, on time departures, and accurate vessel loading and/or manifest information.

- **Introduce self-service (kiosk) functionality, fare sales, reservations and smart card revalue.** Concurrent with rollout of kiosk based self-service functionality; moving sales of passes and single-fares away from the terminal to customer convenient sales kiosks, and the Web, appropriate modifications to facilities and infrastructure must come online as each terminal goes live with RCS.

- **Introduce real-time communication with customers.** Real-time information such as sailing schedule and wait times, provided through multiple interfaces to the customer, which will improve overall satisfaction levels (Web, reader boards)

2.4.1 Future RCS / RFCS Integration

WSDOT is participating with six other Regional Transit Agencies to design and implement the Regional Fare Coordination System (Smart Card) project. The Smart Card will allow riders on seven area transit systems to board without using cash or paper transfer slips, and without confusion over different transit agencies' fares. Instead, riders will point a microchip-implanted card at a machine that will automatically deduct the fare using proximity card technology. Appendix N — Payment Processing Through RFCS depicts two points of integration between RCS and RFCS. The RCS and RFCS projects are on parallel implementation paths, and the successful RCS vendor must be able to deliver the RCS/RFCS integration modules preventing delays to the RFCS project schedule. WSDOT's RCS must meet the following requirements for integration of RFCS equipment with WSDOT's RCS:

- All records shall be of transaction-level detail and will be used by the RCS to process transactions and generate reports. Transaction-level data will also be transferred to other WSDOT systems.

- Three interfaces between RFCS and RCS must be provided as illustrated in Figure 7. The successful Vendor will determine the final architecture of the RCS and associated RFC interfaces during final RCS design. Interfaces must include:

  a. A direct interface between Fare Transaction Processors (FTPs) installed at WSDOT tollbooths and point of sale terminal. The point of sale terminal will determine the fare to be deducted (fare basis). The FTP shall act as a peripheral to, and be under the operational control of, the point of sale terminal. The FTP shall deduct fares based on a fare basis message from the point of sale terminal, shall generate transaction detail and acknowledgment messages for the point of sale terminal, and shall forward transaction data to the RFCS.

  b. An interface between Data Acquisition Computers (DAC) installed at WSDOT and RCS, to transmit in near real-time, fare transactions from standalone FTPs, and transactions downloaded from Portable FTPs.

     c. An interface between the back office computer and RCS for back office data integration.

The successful vendor must provide an interface control document fully describing these interfaces. This information will be provided to the RFCS system developer.

For direct communications between the FTP and clearinghouse, a transparent path must be provided for batch data transfer through RCS. The successful Vendor must define requirements for such data transfer.

Figure 7 - RCS and RFC Integration
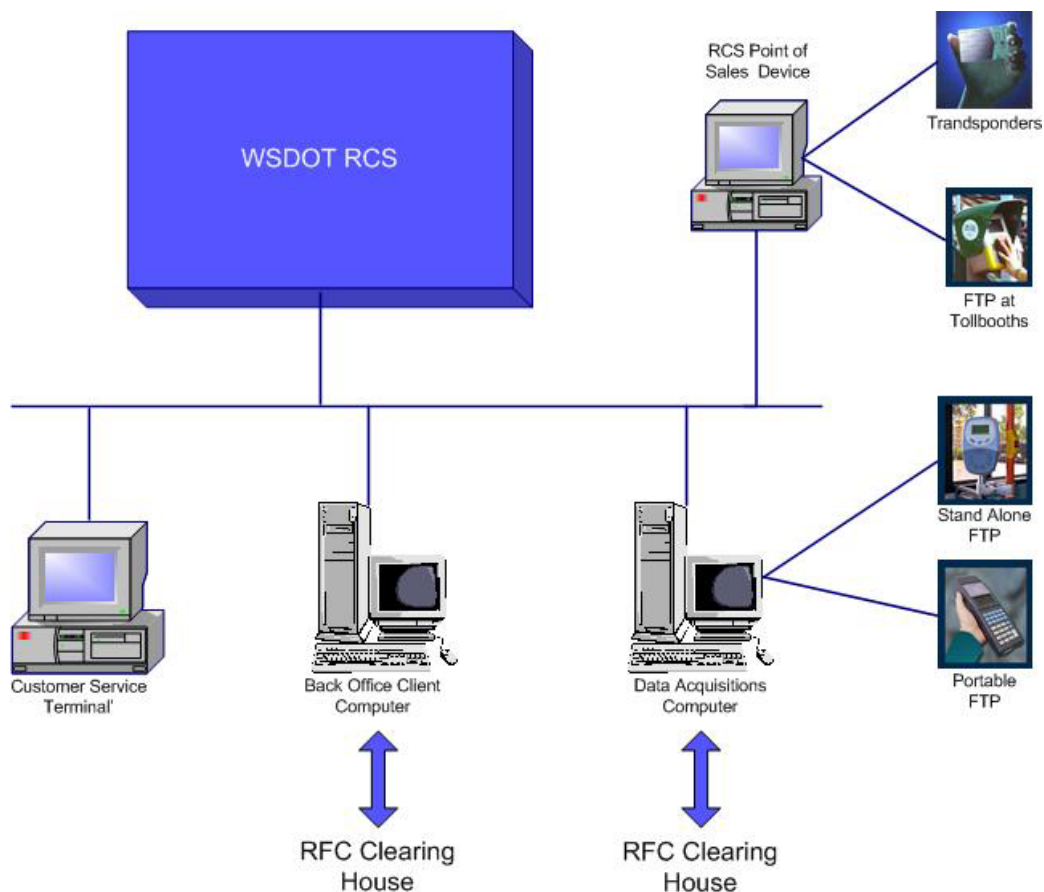
The following table provides a conceptual overview of services and interfaces to external systems a new RCS should provide. A RCS data flow diagram (Figure 9) follows Figure 8 Conceptual RCS Services and Interfaces.

Figure 8 - Conceptual RCS Services and Interfaces

Reservations	RCS replaces or integrates with the existing WSF's ARGO Reservations system with new online reservations and preferential loading functionality. Web reservations are fully integrated with sales, redemption, vessel manifesting and reporting.
Web Sales	RCS replaces or integrates with the existing Web sales system with a new application and provides an online sales system for single fares. When available, the RFCS Smart Cards replace WSF passes. Web sales are fully integrated with redemption, vessel manifesting, sailing statistics and reporting.
Credit Card Processing	RCS extends credit card processing to include debit cards. Reconciliation and reporting is fully integrated.
WSDOT TRAINS G/L	RCS is fully integrated with the existing WSDOT accounting system, TRAINS, using third-party integration brokers to manage posting of G/L transactions.
Commercial Charge Accounts	RCS is fully integrated with an A/R system for commercial charge accounts.
Ancillary Revenue	RCS tracks and manages revenue from ancillary activities such as HAZMAT sailings and vessel charters.
Reconciliation	RCS provides fully automated reconciliation of sales, redemption and confirmation of redemption, bank deposits and credit and debit card transactions.
Media Inventory	RCS replaces the existing ARCS inventory system with an integrated, perpetual inventory system.
Exchange Rates	RCS implements setting of foreign currency exchange rates from electronic sources.
RFC Smart Cards	RCS fully integrates with the RFCS Smart Card system.
Self-Service	RCS implements self-service sales of fares using self-service kiosks and Web-based sales. RCS implements self-service vehicle stream sales/redemption at select west side terminals.
Direct Sales	RCS provides an online point-of-sale mechanism to support fare determination and sales at ferry terminals. The point-of-sale device automatically determines vehicle characteristics such as height and length for automatic determination of over height or over length surcharges.
Vessel Load Counts	RCS automatically tracks passenger information for automatic generation of vessel load counts. RCS automatically determines the number of passenger and vehicle boarded using passenger and vehicle counting technology.
Load Management	RCS implements automated determination of vessel space availability and terminal holding area queuing.
Consistent User Interface	User interfaces on the WEB, at kiosks or in tollbooths must be consistent in the look, feel and operation.
Future Sales and Redemption	RCS provides interfaces for future sales and redemption technology such as the Tacoma Narrows Bridge toll system.

Figure 9 - RCS Conceptual Data Flow Diagram

RCS Conceptual Data Flow Diagram
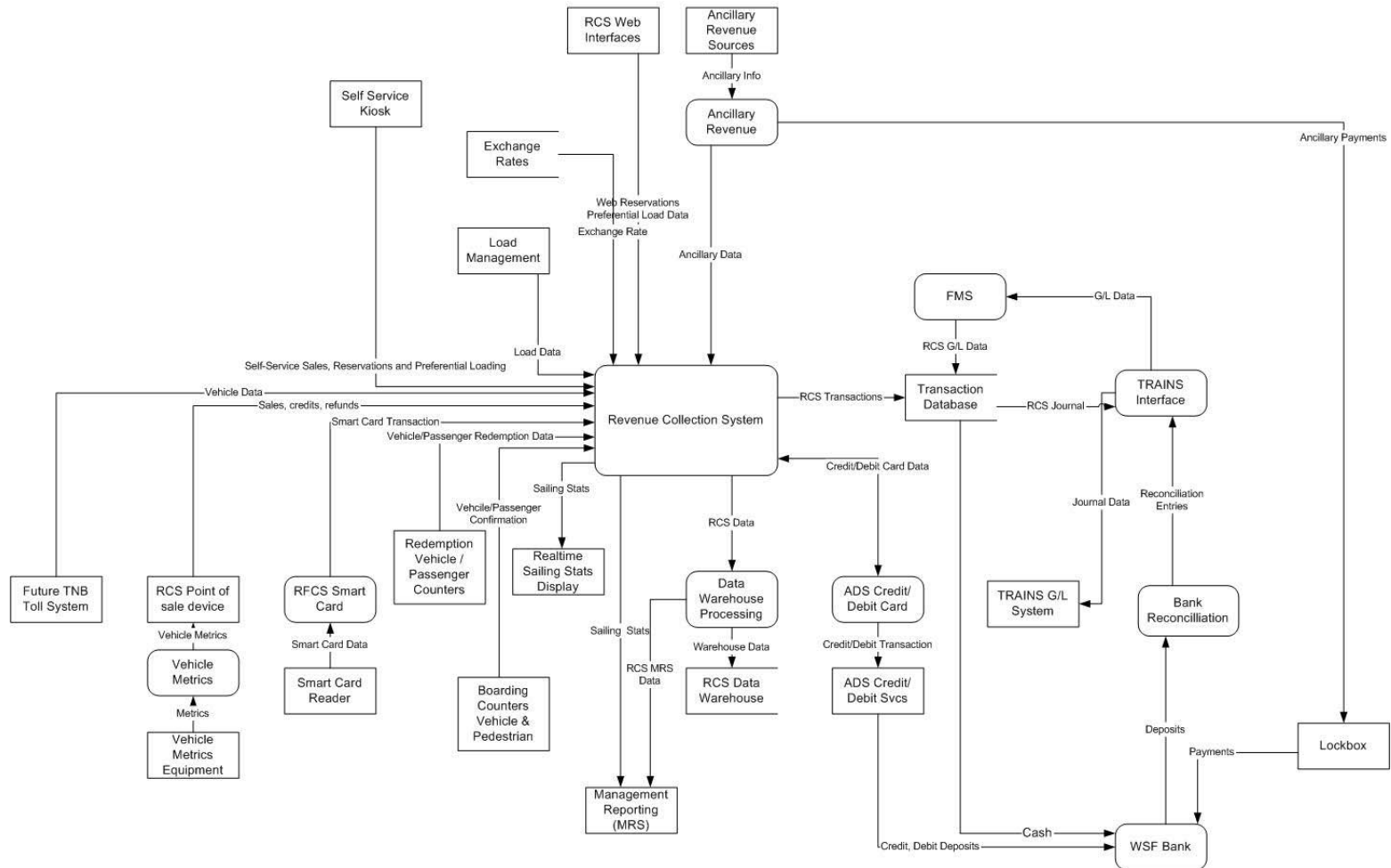
3 INSTRUCTIONS FOR COMPLETING AND SUBMITTING PROPOSALS

3.1 RFP Coordinator

The issuance of this RFP has been approved by Washington State Ferries, a Division of WSDOT.

The RFP Coordinator is the **sole point of contact** in the WSDOT for this procurement. All communication between the bidding Vendors and WSDOT upon receipt of this RFP shall be with the RFP Coordinator as follows:

> Denise Blue, RFP Coordinator
> Washington State Department of Transportation
> 2911 2nd Ave
> Seattle, WA. 98121
> Attn: Tim McGuigan
>
> Phone: 360-705-7798
> FAX: 360-705-6927
> Email: bluede@wsdot.wa.gov

You may use facsimile and/or email for any communication required in this RFP, EXCEPT for your formal response to this RFP (Vendor Proposal) and protest, if any. You may not send your proposals or protest by facsimile or email communication.

COMMUNICATION REGARDING THIS RFP WITH ANY OTHER WSF PERSONNEL WILL BE CONSIDERED UNOFFICIAL AND NON-BINDING TO THE WSDOT. VENDORS ARE TO RELY ON WRITTEN STATEMENTS ISSUED BY THE RFP COORDINATOR. COMMUNICATION DIRECTED TO PARTIES OTHER THAN THE RFP COORDINATOR MAY RESULT IN DISQUALIFICATION OF THE VENDOR.

3.2 Schedule of Procurement Activities

All Vendors must adhere to the following schedule of activities. Vendors mailing proposals should allow normal mail delivery time to ensure timely receipt of their proposals by the RFP Coordinator listed in this RFP. Notwithstanding the provisions of RCW 1.12.070, late proposals will not be accepted, nor will time extensions be granted.

PROJECTED PROCUREMENT SCHEDULE: Times given are for Pacific Standard Time (PST)

Activity	Date	Time
Issue RCS Phase II RFP	07/14/2003	5:00 p.m.
Terminal Walk-through	08/01-06/2003	
Mandatory Letter of Intent to Propose	08/08/2003	5:00 p.m.
Written questions due	08/08/2003	5:00 p.m.
Issue RCS Amendment #1	08/18/2003	5:00 p.m.
Proposal due	10/10/2003	5:00 p.m.
Phase I Evaluation Scoring Complete	10/24/2003	5:00 p.m.
Notify top scoring Vendors	10/24/2003	5:00 p.m.
Schedule Demonstration	10/27-28/2003	5:00p.m.
RCS Solution Demonstrations	11/12-17/2003	5:00p.m.
Schedule Site Evaluation(s)	11/17-20/2003	5:00p.m.
Site Evaluation	12/02-19/2003	
Second Phase Evaluation Completed	12/23/2003	5:00p.m.
Executive Management Selection	01/26/2004	5:00p.m.
Send Notification of Apparently Successful Vendor	01/27/2004	5:00p.m.
Delivery of Statement of Work	02/24/2004	5:00p.m.
Best and Final Offer if requested by WSDOT	03/02/2004	5:00p.m.
Contract Start Date	March	

3.3 WSF Ferry Terminal Walk-through

RCS Terminal Walk-through starting on August 1, 2003.

Washington State Ferries
Colman Dock
801 Alaskan Way
Seattle, WA 98104-1484

Attendance at this walk-through is not mandatory, but potential Vendors are encouraged to attend.

Vendors must contact the RFP Coordinator in advance to reserve a slot, for the walk-through, as space is limited; each Vendor is restricted to only four (4) representatives during a walk-through. Vendors may only attend one walk-through. Any questions asked during the walk-through shall be documented and answered in the form of an amendment to the RFP.

3.4 Firms' Questions and Answers

A bidders conference will not be held. Specific questions concerning this RFP should be submitted in writing to the RFP Coordinator at the address specified in Section 3.2 of this RFP. Faxed and email submission of questions are acceptable and desirable. The RFP Coordinator must receive all questions no later than the date specified in Section 3.2 Schedule of Procurement Activities.

3.5 Mandatory (M) Letter Of Intent to Propose *(FAX or E-mail Acceptable)*:

A letter indicating the Vendor's intent to respond to this RFP must be received by the RFP Coordinator at the address specified in Section 3.1 of this RFP, no later than the date and time listed in Section 3.2 Schedule of Procurement Activities**.** The Vendor may submit the Letter of Intent by U.S. mail, facsimile or email. By submitting this letter, the Vendor accepts the procedure, review criteria and the administrative instructions of this RFP.

Each Vendor must include the following information in the letter of intent to propose:

- Vendor name
- Vendor's authorized representative for this RFP (This representative shall also be named the authorized representative identified in the vendor's proposal)
  Name and title of authorized representative
  Address
  Telephone number
  FAX number
  E-mail address
- Statement of intent to propose

ONLY VENDORS SUBMITTING A LETTER OF INTENT WILL RECEIVE AMENDMENTS AND OTHER INFORMATION REGARDING THIS RFP.

Failure to submit a Letter of Intent to Propose by the deadline specified in Section 3.2, Schedule of Procurement Activities, will result in the rejection of the Vendor's proposal.

3.6 Facsimile and Email Communication

You may use facsimile and/or e-mail communication for any communications required in the RFP, EXCEPT for your formal response to this RFP (Vendor Proposal) and protest, if any. You may not send your proposal or protest by facsimile or email communications.

3.7 Amendment to the RFP

In the event that it becomes necessary to revise any part of this RFP, an amendment will be provided to all Vendors who have submitted a Letter of Intent to WSDOT by the date specified in Section 3.2, Schedule of Procurement Activities.

The Vendor is instructed to disregard any oral representations it may have received. Proposal evaluation will be based on the material contained in the RFP and any amendments to the RFP that have been issued.

WSDOT reserves the right to revise the RFP and/or to issue amendment(s) to the RFP. For this purpose, the answers to questions that are submitted to the RFP Coordinator, together with other pertinent information, shall be provided as an amendment to the RFP.

WSDOT also reserves the right to cancel or to reissue the RFP in whole or in part, prior to the execution of a contract. In the event it becomes necessary to revise any part of the RFP, an amendment will be provided to all those who submitted a Letter of Intent to Propose.

If a conflict exists between amendments, or between an amendment and the RFP, the document issued last shall take precedence.

It is incumbent upon each potential Vendor to carefully examine these requirements, terms and conditions. Should any potential Vendor find discrepancies, omissions or ambiguities in this RPF, the Vendor shall at once request, in writing, an interpretation from WSDOT's RFP Coordinator. Any inquiries, suggestions or requests concerning interpretation, clarification or additional information shall be made, in writing, (including facsimile and e-mail transmissions) to WSDOT's RFP Coordinator, as specified in Section 3.2, Schedule of Procurement Activities.

3.8 (M) Proposal Contents

Write your proposals in the order given in Sections four (4) through nine (9). Title and number each item the same way it appears in the RFP. You must respond to every item except where otherwise stated. Proposal contents must be presented in the order listed below. Out of sequence components may be considered to be omitted, and could cause a Vendor to be disqualified.

3.8.1 Letter of Submittal

The Letter of Submittal must be on official Vendor letterhead, and must be signed by a person authorized to bind your organization to a contract. Your Letter of Submittal must include, the following in the order given:

> Firms' name
> Firms' authorized representative for this RFP, name and title
> Address
> Telephone number
> Fax Number
> Statement as to number of amendments received

3.8.2 Proposal Presentation and Format Requirements

THE PROPOSAL SHOULD BE PREPARED SIMPLY AND ECONOMICALLY, PROVIDING A STRAIGHT FORWARD AND CONCISE DESCRIPTION OF THE VENDOR'S ABILITY TO MEET THE REQUIREMENTS OF THIS RFP. DO NOT USE FANCY BINDINGS, COLORED DISPLAYS OR PROMOTIONAL MATERIAL. STANDARD BROCHURES ARE *NOT* TO BE INCLUDED IN THE PROPOSAL. EMPHASIS SHOULD BE ON COMPLETENESS AND CLARITY OF CONTENT.

Proposals must be prepared on standard 8 ½ x 11 inch paper using separators for the major sections of the proposal and each copy to be bound by binder clips or three ring binders ONLY. IF PROPOSALS ARE BOUND BY ANY OTHER MEANS, THE VENDOR WILL BE AUTOMATICLY DISQUALIFIED.

The RFP Proposal must be set up in nine (9) distinct parts following the outline below:

1. Letter of Submittal
2. Financial and Business Requirements — Section 4
   A. Financial Information
   B. Business Description and Organization
3. Project Management Proposal — Section 5
   A. Project Management
   B. Work Plan Proposal
   C. Statement of Work
4. Business References — Section 6
   A. Business References
      1. Appendix D – Reference Worksheet
   B. Recent and Relevant Experiences
5. RCS Requirements — Section 7
   A. Executive Overview
   B. Appendix H — RCS Requirements Work Sheet
6. Vendor Support — Section 8
   A. Maintenance Support Plan
   B. Training
   C. Deployment
7. Proposed Solution Cost — Section 9
   A. Pricing Information
   B. Fixed Price Bid
   C. Proposed Software Product Support
      1. Appendix F – RCS Cost Worksheets
      2. Appendix G – RCS Network Cost Worksheets
8. Appendix B — Certification and Assurances
9. Appendix C — Fixed Bid Certification

3.8.3 Number of Copies

Send ten (10) identical copies and one (1) complete Microsoft Office 2000 formatted copy on a CD-ROM, of your proposal to the RFP Coordinator at the address shown in Section 3.1.

3.8.4 Alternative Proposals

Vendors who have the capability to outsource WSF's revenue accounting functions (back office) are invited to submit an alternative proposal in addition to the fully responsive proposal. The alternative proposal would identify the activities and services that would be outsourced to the Vendor. The Vendor must provide the detailed cost information for providing these services. Each of the proposals will be evaluated separately; therefore, each proposal must contain all of the information required by the RFP. The full responsive proposal should be labeled: ABC Company — Proposal 1. The alternative proposal should be labeled: ABC Company — Alternative Proposal 2.

3.9   **Delivery of Proposals**

The proposal, whether mailed or hand delivered, must be received by the RFP Coordinator at the address specified in Section 3.1 no later than the date and time specified in Section 3.2 Schedule of Procurement Activities. Late proposals shall not be accepted and shall automatically be disqualified from further consideration. The method of delivery shall be at your discretion and it shall be at your sole risk to assure delivery at the designated office. Faxed or e-mailed proposals will not be accepted and will be disqualified. The RFP Coordinator shall send a notice acknowledging receipt of Vendors proposal via e-mail by 5:00 p.m. on the above due date.

WSDOT assumes no responsibility for delay caused by the U.S. Postal Service or other mail delivery services. Postmarking by the due date will not substitute for actual proposal receipt. Time extensions will not be granted.

3.9.1 Other Information

Other information describing your products and/or services, etc, may not be substituted as a response to required elements in Sections 4, 5, 6, 7, 8, 9 and Appendix H.

3.10 Right to Modify RFP Scope

WSDOT reserves the right to modify the scope of the project, including adding and deleting modular functionality throughout the procurement process. This will include adding or deleting specific modules/functional areas from the final procurement.

3.11 Mandatory Response Overview

In response to each RFP requirement a Vendor must clearly state whether or not their solution meets the requirement. For those requirements that are met by the Vendor must provide a complete description of how the proposed solution meets the requirement.   The Vendor's response to each mandatory requirement must meet the constraints outlined below. The Vendor will be scored based on how well the Vendor meets the requirements. Only those proposals that meet WSDOT's (M) Requirements will be considered for this RFP.

EXAMPLE:
9.99 ADA Compatible (M): Yes, our product can support Americans with Disabilities Act (ADA) features, including JAWS® for Windows NT. Follow this statement with a more complete explanation of how your solution meets this requirement where appropriate.

3.12 Requirement Exclusions

If for any reason a response to a Mandatory Requirement (M), or Desirable (D) requirement is found to be false or devoid of vital information, the Vendor's proposal will be eliminated from further consideration.

3.13 RFP Overview

The process for awarding this RFP will be done in phased sections. The Vendor's proposal will be evaluated based on the process outlined in Section 10. The top scoring Vendors will proceed to the next step in this RFP process. Proposals with tied scores will be treated equally and the top tied Vendor's proposals will be moved forward to the next phase if they are among the top scoring vendors.

Those top proposals will proceed on to a demonstration-scoring phase as outlined in Section 10. The top ranked Vendor from the demonstration phase and the site evaluation phase (if necessary), as well as the results from the rest of the RFP will be presented to an executive management team. The executive management team will evaluate the proposals on an overall basis, and select the winning Vendor. The decision of the executive management team may not necessarily be based upon the top score but on how well the Vendor's proposal meets the requirements set forth within this RFP.

3.14 Period of Performance

The period of performance of any contract resulting from this RFP is tentatively scheduled to start March 1, 2004 and end February 28, 2006. Amendments extending the period of performance, if any, shall be at the sole discretion of WSDOT.

3.15 Proprietary Information/Public Disclosure

Materials submitted in response to this competitive procurement shall become the property of WSDOT.

All proposals received shall remain confidential until the contract, if any, resulting from this RFP is awarded, i.e. signed and approved by all parties. Thereafter, the proposals shall be deemed public records as defined in RCW 42.17.250 to 42.17.340, "Public Records."

In the event a Vendor desires to claim portions of their proposal as exempt from public disclosure, the Vendor must identify those portions in the proposal cover letter. Each page of the proposal claimed to be exempt must be clearly identified as "confidential." WSDOT has the authority to decide whether any or all of the claimed exemptions are appropriate. You may not mark the entire proposal as proprietary.

WSDOT will consider a Vendor's request for exemption from disclosure; however, WSDOT will make a decision predicated upon applicable laws. Marking the entire proposal exempt from disclosure will not be honored. The Vendor must be reasonable in designating information as confidential. If any information is marked as proprietary in the proposal, such information will not be made available until the effected Vendor has been given an opportunity to seek a court injunction against the requested disclosure.

The proposal of the successful Vendor generally becomes part of the contract, which is subject to public disclosure. Data contained in the proposal, all documentation provided and innovations developed as a result of the contract become the property of WSDOT.

3.16 Failure to Comply

For your response to be considered complete you must respond to Sections, Four (4), Five (5), Six (6), Seven (7), Eight (8) and Nine (9) of this RFP. Vendors must provide a response to all sections of the RFP. Vendor's failure to comply with any part of WSDOT's request for proposal may result in the vendor's proposal being disqualified for being non-responsive to WSDOT request.

3.17 Acceptance Period

Proposals providing less than one-hundred-eighty (180) days for acceptance by WSDOT from the due date set for receipt of proposals will be considered non-responsive and will be rejected. Proposals that do not address all areas requested by this RFP may be deemed non-responsive and may not be considered for a possible contract resulting from this RFP.

3.18 Receipt of Insufficient Competitive Proposals

If WSDOT receives only one (1) responsive proposal as a result of this RFP, WSDOT reserves the right to select and award the contract to the single Vendor.

3.19 Most Favorable Terms

WSDOT reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms that the Vendor could offer. At its discretion, WSDOT reserves the right to request best and final offers from the RFP finalists.   The Vendor should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. The contract may incorporate some or the Vendor's entire proposal. It is understood that the proposal will become a part of the official file on this matter without obligation to the WSDOT.

3.20 Obligation to Contract

This RFP does not obligate the State of Washington or WSDOT to contract for service(s) or product(s) specified herein. WSDOT also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

3.21 Service Delivery Location

The services required by this contract may be performed on site at WSDOT's facilities in Seattle, Washington. WSDOT will provide office space for up to three (3) individuals, including desks, chairs, desktop computers, two phones, file cabinets, and access to printers and paper.

3.22 Cost to Propose

WSDOT will not be liable for any costs incurred by the Vendor in preparation of a proposal submitted in response to this RFP, in the conduct of a presentation, in facilitating site visits or any other activities related to responding to this RFP.

3.23 Proposal Rejections

WSDOT will make the sole determination of clarity and completeness in the responses to any of the provisions in this RFP. WSDOT reserves the right to require clarification, additional information and materials in any form relative to any or all of the provisions or conditions of this RFP.

The Vendor is specifically notified that failure to comply with any part of this RFP may result in the rejection of the proposal as being non-responsive.

WSDOT reserves the right at its sole discretion, to reject any and all proposals received without penalty and not issue a contract as a result of this RFP. WSDOT also reserves the right, at its sole discretion, to waive minor administrative irregularities contained in any proposal.

3.24 Publicity

No informational pamphlets, notices, press releases, research reports and/or similar public notices concerning this project, may be released by the Apparently Successful Vendor, without obtaining prior written approval from WSDOT.

3.25 Waivers

WSDOT reserves the right to waive specific terms and conditions contained in this RFP. It shall be understood by Vendors that the proposal is predicated upon acceptance of all terms and conditions contained in this RFP, unless the Vendor has obtained such a waiver in writing from WSDOT prior to submission of the proposal. Such a waiver, if granted, will be granted to all Vendors.

3.26 State Constitution - Applicable Provisions

3.26.1 Payment Advances

The Constitution of the State of Washington prohibits payments in advance for anticipation of receipt of goods or services. Vendors are paid after services and products are delivered and accepted.

3.26.2 Conditional Sales Contract

The State may not enter into a conditional sales contract, unless the contract can be canceled for non-allocation of funds by the legislature, with no penalty to the State.

3.27 Worker's Compensation Coverage

The Vendor will, at all times, comply with all applicable workers' compensation, occupational disease and occupational health and safety laws, statutes and regulations to the full extent

applicable. Neither the State of Washington nor WSDOT will be held responsible in any way, for claims filed by the Vendor or their employees for service(s) performed under the terms of this contract awarded from this RFP.

3.28 Award Based on Multiple Factors

The evaluation process is designed to award the contract to the Vendor whose proposal best meets the requirements of this RFP. WSF executive management will make the final decision/selection after analysis of the proposals has been submitted.

3.29 Notification to Unsuccessful Vendors

Vendors, whose RCS proposals have not been selected, will be so notified.

3.30 Debriefing of Unsuccessful Vendors

Vendors who submitted a proposal and were not selected will be given the opportunity for a debriefing conference. The RFP Coordinator must receive the request for a debriefing conference within five (5) business days after the notification of unsuccessful Vendor letter is sent. The debriefing shall be held within five (5) business days of the request.

Discussion will be limited to a critique of the requesting Vendor's proposal. Comparisons between proposals or evaluations of the other proposals will not be allowed. Debriefing conferences may be conducted in person or on the telephone and will be scheduled for a maximum of one hour.

3.31 Resolution of Complaints and Protests

The procedures set forth in subsection 3.31.1 and 3.31.2 will apply to this section.

3.31.1 Complaints

A complaint may be made before a Vendor responds to a solicitation document, if the Vendor believes that the document unduly constrains competition or contains inadequate or improper criteria. The written complaint must be made to the issuing agency before the due date of the solicitation response. The agency solicitation process may however continue.

The receiving agency must immediately forward a copy of the complaint to the policy and planning unit of DIS. The receiving agency must also reply to the Vendor with a proposed solution and advise DIS of its reply. If the Vendor rejects the agencies proposed solution, DIS may direct modification of solicitation requirements or the schedule, direct withdrawal of the solicitation, or may take other appropriate steps. The DIS decision is final and no further administrative appeal is available.

3.31.2 Protests

Protests may be made after WSDOT (the agency) has announced the apparently successful Vendor and after the protesting Vendor has had a debriefing conference with that agency. Protests may be made on only these grounds:

- Arithmetic errors were made in computing the score.
- The agency failed to follow procedures established in the solicitation document, the IT Investment Policy, the IT Investment Standards, or applicable state or federal laws or regulations.
- There was bias, discrimination, or conflict of interest on the part of an evaluator.

Protests are always initially made to the agency conducting the acquisition. A person authorized to bind the Vendor to a contractual relationship must sign the protest letter. The agency must receive the written protest within five (5) business days after the debriefing conference and must, in turn, immediately notify DIS. of receipt of the protest. It must also postpone further steps in the acquisition process until the protest has been resolved.

Individuals not involved in the protested acquisition will objectively review the written protest material submitted by the Vendor and all other relevant facts known to the agency. The agency must deliver its written decision to the protesting Vendor within five business days after receiving the protest, unless more time is needed. The protesting Vendor will be notified if additional time is necessary.

If the protesting Vendor is not satisfied with the agency's decision, it may appeal DIS.

Written notice of appeal to DIS must be received by DIS within five (5) business days after the Vendor receives notification of the agency's decision.

In conducting its review, DIS will consider all available relevant facts. DIS will resolve the appeal in one of the following ways:

- Find that the protest lacks merit thereby upholding the agency's action.
- Find only technical or harmless errors in the agency's acquisition process, determining the agency to be in substantial compliance, and therefore rejecting the protest; or
- Find merit in the protest and provide options to the agency, including:
    o Correcting errors and reevaluating all proposals;
    o Reissuing the solicitation document; or
    o Making other findings and determining other courses of action as appropriate.

DIS will issue a written decision within five (5) business days after receipt of the notice of appeal, unless more time is needed. The protesting Vendor will be notified if additional time is necessary. DIS's determination is final, and no further administrative appeal is available.

3.31.3 Form and Content

A protest must be in writing and must contain the facts and arguments upon which the protest is based and must be signed by a person authorized to bind the Vendor to a contractual relationship. At a minimum, this must include:

- The name of the protesting Vendor, its mailing address and phone number, and the name of the individual responsible for submission of the protest.

- Information about the acquisition and the acquisition method and name of the issuing agency.

- Specific and complete statement of the agency's action(s) being protested.

- Specific reference to the grounds for the protest.

- Description of the relief or corrective action requested.

- A copy of the issuing agency's written decision on the protest, for appeals to the ISB or to DIS.

Protests shall be addressed to:

Bill O'Brien, Chief Information Officer
Office of Information Technology
Washington State Department of Transportation
(809 Legion Way SE)
PO Box 47430
Olympia, Washington 98504-7430

The Vendor shall also forward a copy to the RFP Coordinator at the same time the protest is sent to the Chief Information Officer.

Upon receipt of a protest, a protest review will be held by WSDOT. All available facts will be considered, and the Chief Information Officer, Officer of Information Technology, or his/her delegate will issue a decision within five (5) business days of receipt of the protest. If additional time is required, the protesting party will be notified of the delay within five (5) business days of receipt of the protest.

4   Financial and Business Requirements

This section sets forth the requirements for the Financial and Business Requirements responses. The Vendor must respond to all items designated (M) or (D).

4.1   Financial Information

The Vendor must provide all information requested in the exact order specified below. This section is scored on a pass/fail basis. Failure to respond to any mandatory requirements will be viewed as non-responsive and the bid will be disqualified.

4.1.1 (M) Financial Statements

The Vendor must provide the last two (2) years of comparative financial statements or annual reports with the name, address and telephone number of a contact in the company's principal financing or banking organization.

4.1.1.1   (M) Alternatives for Non-Public Corporations

If the Vendor is not a publicly held corporation, it must comply with section 4.1.1 by providing the following information:

- Business Description

Describe the proposing organization, including size, longevity, client base, areas of specialization and expertise and any other pertinent information in such a manner that would enable proposal evaluators to determine the stability and financial strength of the organization.
- Banking Reference

Provide a reference from the company's current bank.
- Provide a credit rating and name the rating service

Provide a credit rating report and the name of the service providing the report.

4.1.2 (M) Tax Information

The Vendor must provide its Vendor's Federal Employer Tax Identification number and the Washington Uniform Business Identification (UBI) number issued by the State of Washington Department of Revenue.

4.2   Business Description and Organization

The Vendor must provide all information requested.

4.2.1 (M) Business Identification

The Vendor must provide an overview of the Vendor, including but not limited to the following:

- Vendor's name and address and main business location
- State the location of the facility from which the Vendor would operate, the telephone, fax and e-mail address
- Vendor's start-up date

- Summary of Vendor's pertinent expertise, skills, client base and services that are available for this project

4.2.2 (M) Company Officers

The Vendor must provide the names, addresses and telephone numbers of principal officers (President, Vice President, Treasurer, Chairperson of the Board of Directors, etc.)

State the name, the title or position, address, email address, fax and telephone numbers of the individual who would have primary responsibility for the project resulting from this RFP. Disclose who within the Vendor organization will have prime responsibility and final authority for the work under the proposed contract. Name other individuals providing service on the project.

4.2.3 (M) Legal Status

The Vendor must specify the legal status of the Vendor (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business, as the entity now exists.

4.2.4 (M) Previous State Contracts

If the Vendor or any party named previously contracted with the State of Washington during the past 24 months, the Vendor must indicate the name of the State agency, the contract number and describe the work and/or provide other information available to identify the contract.

4.2.5 (M) Former Employee Status

If any employee of the Vendor or Sub-contractor was an employee of the State of Washington during the past 24 months, or is now an employee of the State of Washington, the Vendor must identify the individual by name, State agency previously or currently employed by, job title or position held, and separation date.

4.2.6 (M) Sub-Contracting

If any technical functions will be addressed by a sub-contractor (any person not in the full time employ of the Vendor or consulting Vendor and who will act as primary Vendor in providing the external consulting services), the sub-contractors' resume(s) will display the word "SUB-CONTRACTOR" in bold letters clearly printed across the top of the first page. In addition, supply the sub-contractor's response to the information requested in the Sections 4.1 and 4.2

4.2.7 (M) Contract Terminations

If the Vendor or any of their sub-contractor(s) has had a contract terminated for default in the last five (5) years, describe such incident. Termination for default is defined as notice to stop performance due to the Vendor's non-performance or poor performance and the issue of performance was either not litigated due to inaction on the part of the Vendor, or (b) litigated and such litigation determined that the Vendor was in default.

Submit full details of the terms for default. Identify the other party, its name, address, and telephone number. Present the Vendor's position on the matter. WSDOT will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience.

If the Vendor or any of their sub-contractor(s) has experienced no such termination for default in the past five (5) years, indicate accordingly.

4.2.8 (M) Proof of Insurance

Each Vendor must indicate in the cover letter and as a condition of contract award, that they will provide proof of insurance from the Vendor's insurance carrier, outlining the extent of the Vendor's liability coverage.

The Vendor shall, at its own expense, obtain and keep in force liability insurance during the term of the contract. The Vendor shall furnish evidence to WSDOT within fifteen (15) days of receipt of notice of award, in the form of a Certificate of Insurance that insurance will be provided.

4.2.8.1 (M) Liability Insurance

The Vendor shall at all times during the term of the contract carry and maintain insurance as defined in Appendix A — RCS Phase II Contract Terms and Conditions. The Vendor must state that they currently hold insurance that meets or exceeds the limits set forth in the sample contract or they agree to acquire the necessary insurance within fourteen (14) working days of contract execution.

4.2.8.2 (M) Additional Provisions

The required insurance policies shall include the following provisions:

1. **Additional Insured**. The State of Washington and all authorized contract users shall be specifically named as an additional insured on all policies. All policies shall be primary over any other valid and collectable insurance.

2. **Material Changes**. A forty-five (45) calendar day written notice shall be given to the State prior to termination of or any material change to the policy (ies) as it relates to this contract, provided that thirty (30) calendar days written notice shall be given for surplus line insurance cancellation for nonpayment of premiums. Such notice shall not be less than ten (10) calendar days prior to such date.

3. **Identification**. Policy must reference the State's contract number and name WSDOT.

4. **Insurance Carrier Rating**. An insurance company authorized to do business within the state of Washington shall issue the insurance required above. Insurance is to be placed with a carrier that has a Best's rating of A- or higher. The risk manager for the State of Washington must approve any exception.

Excess Coverage. The limits of all insurance required to be provided the Vendor shall be no less than the minimum amounts specified. However, coverage in the amounts of these minimum limits shall not be construed to relieve the Vendor from liability in excess of such limits.

4.2.9 (M) PERFORMANCE BOND

The Vendor at its own cost shall furnish WSDOT with a bond in an amount equal to 25% of the total amount of the fixed bid cost within thirty (30) calendar days of the Execution Date of the RCS contract. This bond shall be in a form and substance satisfactory to WSDOT. Vendor shall maintain the bond in full force and effect during the term of this Contract. Any change or extension of time, or termination of this Contract shall in no way release Vendor or any of its

sureties from any of their obligations under the bond. The bond shall contain a waiver of notice of any changes to this Agreement or the System.

No payment shall be due to the Vendor until the performance bond is in place and approved by WSDOT in writing. A licensed insurance company authorized to do business in the State of Washington and made payable to WSDOT shall issue the performance bond. The Contract number and dates of performance shall be specified in the performance bond. In the event that WSDOT exercises an option to extend the Contract for any additional period(s), the Vendor shall extend the validity and enforcement of the bond for said periods.

The performance bond shall secure the performance of the Vendor, including without limiting performance of the services in accordance with the SOW and providing deliverables in accordance with the specifications, and shall secure any damages, cost or expenses resulting from Vendor's default in performance hereunder. In the event of Vendor's default, the performance bond shall become payable to WSDOT for any outstanding damage claims or assessments against the Vendor. An amount up to the full amount of the performance bond may also be applied to the Vendor's liability for any administrative costs and/or excess costs incurred by WSDOT in obtaining similar hardware, software, deliverables, other products and services to replace those not provided or rejected as a result of the Vendor's default. WSDOT may seek other remedies in addition to this stated liability.

4.3 (M) Acceptance of WSDOT's General Terms and Conditions

THE VENDOR MUST CLEARLY STATE IN THEIR RESPONSE TO THIS SECTION THAT THEY ACCEPT THE TERMS AND CONDITIONS AS PRESENTED IN THIS RFP.

ANY ALTERNATIVE CONTRACT LANGUAGE THE VENDOR WISHES TO PROPOSE FOR WSDOT'S CONSIDERATION, MUST BE INCLUDED IN THIS SECTION. PROPOSED CONTRACT LANGUAGE CHANGES EXCEEDING ONE PAGE MAY BE ATTACHED TO YOUR LETTER, OR IN A SEPARATE DOCUMENT.

THE APPARENTLY SUCCESSFUL VENDOR WILL BE EXPECTED TO ENTER INTO A CONTRACT WITH WSDOT WHICH IS SUBSTANTIALLY THE SAME AS THE CONTRACT ATTACHED AS APPENDIX "A," INCLUDING WSDOT'S GENERAL TERMS AND CONDITIONS.

IN NO EVENT IS A VENDOR TO SUBMIT ITS OWN STANDARD CONTRACT TERMS AND CONDITIONS AS A RESPONSE TO THIS RFP. THE VENDOR MAY SUBMIT SUGGESTED EXCEPTIONS OR MODIFICATIONS THAT THEY MAY HAVE TO THE PROPOSED TERMS AND CONDITIONS.

4.4 (M) Federal Requirements

THE CONTRACT THAT WSDOT MAY AWARD FROM THIS RFP WILL BE PARTIALLY FEDERALLY FUNDED. VENDOR MUST PROVIDE A CLEAR WRITTEN CONSENT, ACCEPTING THE FTA PROVISIONS, ATTACHED HERETO AND INCORPORATED HEREIN AS APPENDIX E, WITHIN SAID VENDOR'S

COVER LETTER. UPON SELECTION OF THE APPARENTLY SUCCESSFUL VENDOR, THE FTA PROVISIONS AND THE WRITTEN CONSENT WILL BE INCORPORATED INTO THE CONTRACT.

5 Project Management Proposal

This section presents an overview and requirements for the Project Management and Project Scope sections of the RCS RFP. The Vendor must respond to all items designated (M) or (D).

The Project Management response shall fully describe the relevant qualifications, capabilities and resources of the Vendor and any proposed sub-contractors for furnishing the services requested in this RFP. The plan shall include a discussion of the proposed lines of authority, how management shall be involved in the administration of the services, coordination and communication within the Vendor organization and among all sub-contractors.

5.1 Project Management

5.1.1 (M) Proposing Vendor's Project Organization Chart

The Vendor must provide a project organizational chart indicating lines of authority for personnel, who will be involved in the performance of this potential contract, and indicate other work responsibilities beyond this contract, that would be required of the assigned staff. This chart must also show lines of authority to the next senior level of management and identify the WSDOT personnel they feel is necessary in order to be successful.

5.1.2 (M) Proposing Vendors Responsibilities and Qualifications

The Vendor must identify responsibilities and roles of the staff that will be assigned to this project and the amount of time each will be assigned to the project. Include any required involvement of WSDOT staff.

The Vendor must provide resumes for the named staff, which must include information on the individual's particular skills related to similar projects, education, experience, significant accomplishments, billing rates and responsibilities assumed on other projects. Vendor must include all resumes in an Appendix to their proposal.

The vendor must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior approval of WSDOT.

5.1.3 (M) Project Managers Assignment

The Vendor must provide a written response stating that their Project Manager will be assigned for the duration of the project as a result of this RFP. Substitutions of project personnel will not be allowed without requesting and receiving in writing, prior approval from WSDOT.

5.2 Work Plan Proposal

The Vendor shall be responsible for the overall RCS development and implementation. The project team will consist of managers and staff from WSDOT, the Vendor's Project Manager and staff, and the Policy Committee, which consists of managers from WSF.

5.2.1 (M) Project Approach, Methodology and Control

The Vendor must describe their overall approach to managing this project and explain why it is the best approach. The description must fully explain how the Vendor will complete design and

functional specifications documents, their approach to software development, their implementation strategy, recommended training strategy, and the methodologies it will employ to accomplish these tasks. Each Vendor must provide examples of where their recommended approach has produced the desired results. The Vendor's description of their recommended approach must provide sufficient detail to identify their approach to each phase in the delivery of this project.

5.2.2 (M) Project Schedule

The Vendor must include a comprehensive project schedule, identifying tasks, estimated hours and resources by name of individual to be assigned to each task. The Vendor must demonstrate a clear understanding of the work and processes necessary to accomplish the effort defined in this RFP.

During the life of the RCS project, the Vendor must maintain the project schedule. In response to this section, each Vendor must describe their processes for creating and maintaining a project schedule, including specific estimating guidelines for project planning and a statement that the Vendors agree to provide project plans in formats compatible with WSDOT project management tools.

5.2.3 (M) Describe Risk Assessment and Mitigation

As part of managing the project, the Vendor is responsible for planning and implementing a methodology for risk management.   Each Vendor must describe the Vendor's risk management approach considering the entire system development cycle through to the implementation of the RCS project. In the description you must identify potential risks and steps that might be taken to mitigate those risks. The Vendor must include examples of forms or documents used in the development of a risk assessment and mitigation plan.

5.2.4 (M) Issue Resolution

The Vendor and WSDOT will jointly establish an issue resolution and communication process. Each Vendor must describe their proposed process, consider the entire system development cycle and system implementation, indicate requirements for the issue of documentation, tracking, and communications, explain by whom and how issues should be resolved and justify the recommendation. Vendor's descriptions must describe in detail how they intend to track, prioritize, escalate, and resolve issues in a timely manner. It is expected that once an issue is identified, discussed and evaluated, a resolution plan will be in place within five (5) days. Include examples of forms or documents used to manage Issue Resolution.

5.2.5 (M) Change Management

Controlling scope and providing for changes caused by, for example, legislative mandates will be extremely important in maintaining project accountability. Describe in detail your approach to Change Management and explain its benefits to WSDOT. Include examples of forms or documents used by project personnel for Change Management.

5.2.6 (M) Communication and Coordination

The Vendor is to ensure effective communication and coordination within the RCS project, including Vendor staff, sub-contractor staff, WSDOT and others within the RCS project. This

will be especially critical during transition from the current POS system to the proposed RCS solution. Planned communication and coordination procedures must be carefully described in the Vendor's proposal. The Vendor must describe in detail and include examples how your communication and coordination procedures will operate, including communications and coordination with other outside contractors and projects.

5.2.7 (M) Integration Management

System integration tools and techniques must be fully described in the Vendor's proposal. The Vendor must provide and implement trouble-shooting tools that will diagnose incompatibility problems within hardware, software and data communications network components of the RCS. Incompatibility problems include problems that occur among components on the same platform, as well as problems that occur among different platforms (smart card, transponders). The Vendor must describe in detail their approach to integration management. Include examples of forms or documents used by project personnel for Integration Management.

5.2.8 (M) Testing Methodology

In response to this section, Vendors must detail their testing methodology during software development and acceptance testing and detail what criteria they generally have used in the past to signify acceptance at other installations similar to the WSDOT's proposed system. Include examples of forms or documents used by project personnel for acceptance test.

Specific mutually agreeable criteria for successful operation will be established taking into account WSDOT's requirements and the Vendors software documentation. The selected Vendor will be required to participate with appropriate WSDOT personnel in testing the criteria before WSDOT will accept the system.

5.3   (M) Statement of Work

WSDOT is requesting the acquisition and implementation of a new Revenue Collection System, necessary to successfully implement all RCS requirements listed in Section 7 and Appendix H – RCS Requirements Worksheet. Each Vendor must deliver a detailed Statement of Work (SOW) that supports all phases of their proposed solution.

A major business driver of this RFP is the current lack of integration between WSF's disparate systems as represented in Figure 2 - Existing WSF Applications. WSF understands that in order to benefit from integration of its various systems, a new integrated RCS may be the best option. All applications depicted in Figure 2 – Existing WSF Applications with the exceptions of TRAINS will be replaced, modified, or deleted by WSF's new RCS. WSF's goal is to acquire a turnkey system that addresses the objectives as stated in Section 2.1, Project Objectives.

The apparently successful Vendor of this RFP will begin by reviewing and confirming system requirements, and completing design documentation for the new turnkey RCS. The Vendor shall be responsible for all necessary infrastructure, network, hardware, software, documentation, training, implementation, and maintenance, to support a controlled migration from the current POS environment to the new RCS. The successful Vendor will be required to provide application support for a minimum of one year following the completion of RCS

implementation. The new system must be built on industry standard architectures that support future expansion and integration of new functionality, as WSDOT business needs change.

The design of the new RCS must be flexible enough to allow for future changes in selling, collecting, payment of fares, and changes in information technologies. This will be especially important for the expected introduction of smart cards as a fare media, in the proposed Regional Fare Coordination Project. A central component of the new system is that it must be designed in an integrated fashion facilitating sharing of data between other users and other applications.

RCS must integrate with the Tacoma Narrows Bridge system, when it introduces transponder based regional vehicle toll technology for the collection of user fees. This would likely begin initially on the newly expanded Tacoma Narrows Bridge in 2007. Further, that technology may be extended to other major roadways and bridges within the region, as a method of generating revenue to fund transportation improvements. WSF's ability to integrate RCS with vehicle toll collection is considered a requirement. RCS must be designed and built to allow for maximum flexibility for integrating future technologies and systems.

Key elements of the new RCS's SOW are:

- The new RCS must replace the current POS hardware and software, as well as ARCS, the WSF special components of Advanced Account Receivable, Ticket Inventory, Sailing Statistics, back office accounting, attendant interfaces/applications, and integrate all revenue collection points into an integrated RCS
- The new RCS platform must be capable of supporting future improvements or additions, as discussed in Section 2 — Introduction
- RCS must implement a local financial management reporting system, which must interface with TRAINS. WSF for security reasons anticipates that this interface will be TRAINS uploading a file from RCS
- RCS must provide interfaces to the RFCS, TRAINS and Tacoma Narrows Bridge systems
- RCS must support the sale, reporting, data entry and accounting for fares sold on-site through traditional tollbooths and off-site through kiosks and WSDOT WEB sites
- RCS must support different payment methods including:
  - Cash (US and Canadian)
  - WSF commercial charge (pre and post pay)
  - Credit card with signature capture and PIN based debit/ATM cards with electronic signature capture
  - Vouchers
  - Smart Card
  - Transponder toll tags
- RCS must capture and maintain the detail for all types of RCS transactions electronically with a unique identifier
- RCS must track and validate all pre-paid media as it is redeemed. Single use media must also be cancelled at time of redemption to prevent re-use

- RCS must support elimination of WSDOT's current commercial charge account software
- RCS must provide real-time communications to customers of departures status and vessel loading information
- RCS must provide for reservations and make reservations data available in the tollbooths electronically
- RCS must provide for clear redemption and confirmation points of all fares before boarding
- The RCS Vendor must provide system documentation such as:
    - Design documents
    - Functional specifications
    - Data flow diagrams
    - Logical and physical database designs
    - User manuals and system administration manuals

  This documentation shall be provided in a standardized format utilizing Microsoft Word and VISO.

- For system implementation the RCS Vendor must:
    - Identify risks
    - Deliver a detailed list of hardware and software
    - Deliver a technical description of the proposed system
    - Deliver a step-by-step overview of the schedule and approach to be used during installation and implementation.
    - Deliver a schedule overview which shall include as a minimum:
    - Requirements review and definition
    - Review meetings, system design
    - Design review meeting
    - Develop code and test developed code
    - Conduct a readiness review
    - Execute qualification testing
    - Installation of RCS system
    - Deliver documentation and final delivery "acceptance" meeting
- The RCS Vendor must provide installation and implementation support which includes, but is not limited to:
    - Acquisition and installation of the RCS
    - Delivery of software development and maintenance tools necessary to maintain RCS and Vendor-customized software
    - Discrepancy corrections
    - Customizations to the RCS software
    - Training (train the trainer), training materials and courses
    - System enhancement
    - System performance
    - Customized support and on-site support
- Data Conversion - Provide and carry out a conversion plan for legacy financial data, as needed, including Sailing Statistics, Ticket Inventory, ARCS.

- Network Implementation
- The RCS Vendor must support all System Acceptances testing and Beta testing.
    - The Vendor must provide test plans and reports that demonstrate all capabilities meet or exceed WSDOT requirements'
    - The Vendor shall provide the WSDOT with a description of the procedures it intends to use for tracking and resolving discrepancies resulting from system acceptance testing
- Load management – Before WSF may accept fare payment, thereby committing to offer a service, the system must confirm the capacity to offer that service. Customers – vehicles only - qualify to travel on a particular sailing by booking space in advanced (reservations/preferential loading) or on a first-come-first-serve basis. As each vehicle qualifies for a sailing, the remaining available capacity should be reduced. The RCS system must track vehicle and passenger space commitments, remaining space for all sailings and the ability to update RCS based on the count of vehicles actually boarded.

    The queue of vehicles and walk-ons in the terminal holding/waiting areas must be managed to facilitate boarding. Vehicle drivers require instructions on where to queue their vehicle for the sailing that they will be boarding. Walk-ons must be directed to board via the appropriate boarding ramp, and blocked from boarding an incorrect departure. Additionally, the system must identify, for the terminal attendants, which vehicles to board on each sailing.

- The design of the system must provide the assurance and means of protecting WSF fare revenues. All sub systems must be integrated to share and report data, facilitating statistical analysis by business managers.
- Vessel manifest

All Vendors participating in this process must provide a preliminary detailed Statement of Work (SOW) as part of their RFP response. The apparently successful Vendor must deliver a final detailed SOW, approved by WSDOT during contract negotiations. The preliminary SOW and the final SOW developed during contract negotiations, must define the specific tasks, activities, deliverables, milestones, payments and acceptance criteria for the RCS project. The SOW shall be attached to and become part of the RCS contract. Vendors will not be compensated for this or any other part of the procurement process.

5.3.1 (M) Project Deliverables

The following are suggested system deliverables. The final list of deliverables will be determined during the development of the final SOW. The Vendor must provide samples of all documents requested below in the same order and using titles listed below.

- The Vendor must deliver a fully implemented turnkey RCS which includes but is not limited to:
    - System design and documentation
    - Software development and configuration
    - A new RCS network infrastructure
    - System testing — unit, module, system, beta

- o System implementation, rollout
- o Training for trainers, users, system administrators and support hardware and software
- o Online help for all functions and types of transactions
- o On going system support
- The Vendor must deliver RCS detailed project plans

  - o Software development plan
  - o Implementation plan
  - o Training plan
  - o Acceptance testing plan
- The Vendor must deliver RCS Technical System Documentation which includes but is not limited to:

  - o Detailed documentation on software components, source files, modules and applications sufficient detail to facilitate maintenance
  - o Detailed programmer-oriented descriptions of system software and systems architecture (i.e., I/O modules, interfaces, screen layouts)
  - o Data entity relationship diagrams
  - o Detail descriptions of the system data files, records, and fields
  - o Object models
  - o Detailed interface control document describing the interfaces between RFCS and RCS
  - o Design for direct communications between the FTP and clearinghouse, providing a transparent path for batch data transfer through RCS.
  - o A complete RCS business process model
  - o The Vendor must deliver a RCS functional specifications
  - o The Vendor must deliver a RCS logical and physical database design
  - o The Vendor must deliver a RCS acceptance test specification
  - o On-line help at the sales terminal and other system displays devices
- Vendor must deliver Train the Trainer classes and materials

  - o Detailed train the trainer manuals
  - o Quick reference guides
  - o User training documentation
  - o Train the Trainer classes on all aspects of RCS
- The Vendor must deliver RCS system and user documentation to include but is not limited to:

  - o A overview of the application that consists of narratives, processing flows, and functional descriptions
  - o Detailed description of the online processing functions (i.e., transaction types, validation rules, error correction, inquiry file maintenance, reporting)
  - o Detailed system installation instructions
  - o Detailed documentation for help desk support
  - o Detailed RCS user manuals
  - o Detailed RCS administrator, operations, and maintenance manuals
  - o Error processing management guide

- o Detailed documentation for hardware support
- o Detailed RCS technical manuals and procedures
- The Vendor must prepare and deliver regular status reports
- The Vendor must complete data conversion and applications interfaces as defined in the final SOW
- The Vendor must deliver all software source code and executables, including:
  - o Development and support tools
  - o Build procedures
  - o Software design and construction documentation.

As part of the RCS acceptance testing the Vendor's solution will be evaluated using WSF's environmental test procedures. The evaluation team will use Compuware's Application Expert 2.10 (or equivalent) running Windows 2000 on isolated 100baseT Ethernet backbone. The Vendor's application will be tested and evaluated on bandwidth utilization, application latency, and throughput plus response time. The test will consists of the Vendor executing a series of transactions that exercise each and every module of the Vendor's proposed solution. The analysis will test the applications impact on WSDOT's network utilizing Compuware Application Expert: suite of tools, which will include:

- Conversation Maps – Shows the nodes involved in the application
- Response Time Analysis – Charts the impact that various nodes and network media have on the response of a task
- Payload View — Displays the ratio of data to protocol overhead
- Time Plot Analysis —Graphically shows utilization in payload bits per second and packet rate
- Thread Analysis — Provides metrics on node processing delays, data transmission characteristics and request/response behavior
- Bounce Diagram — Provide packet flow of a trace
- Packet Trace — Provides a detailed description in tabular format of a trace
- Response Time Predictor — Predicts the impact of different network topologies on client response time

The Vendor must provide two (2) hard copies of all documentation and training material and one (1) CD-ROM containing all documentation and training material in one of the following machine-readable formats, in current versions or as specified, as appropriate to the type of material:

- Microsoft Word – Microsoft Office 2000
- Microsoft Excel – Microsoft Office 2000
- Microsoft Visio – Microsoft Office 2000
- Microsoft PowerPoint – Microsoft Professional 2002 SR1

6   Business References

6.1   (M) Vendor Must Provide Business References

The Vendor must supply names, addresses and telephone numbers of a minimum of three (3) non-Vendor owned business references for which the Vendor has completed similar work within the last three years. Include a brief description of the type of service provided. All customer references must be of comparable size and complexity to the WSDOT project. The Vendor must grant permission to WSDOT to independently contact the references at WSDOT's convenience. Do not include current WSDOT staff as references. Appendix D provides a worksheet that must be completed for each of the references.

References are a critical part of the process and it is the Vendor's responsibility to see that the requirements below are met in a timely manner.

The references will be asked about the approach used to deliver your services and the quality of services delivered. All call attempts and completed calls will be logged with date, time, name of person being called and the name of person making the call. All calls will be made during normal business hours for the particular time zone being called (9 a.m. to noon and 1 p.m. to 5 p.m.). Inability to contact the named individual(s) for a reference within three (3) attempts via telephone or email will invalidate the reference. If the number of valid customer references fall below three (3), the Vendor's proposal will fail this mandatory requirement, and will not receive further consideration. The information obtained through contacting the references will be used as evaluation criteria in Section 10.

6.2   (M) Vendors Recent and Relevant Experiences

The Vendor must provide a brief statement for three (3) recent and relevant experiences in conducting solution design, development and implementation of distributed systems with similar environments. The Vendor must demonstrate substantial experience in performing system design, requirements definition, development and implementation in sufficient detail to demonstrate to WSDOT their capability in delivering projects of this size and nature.

7 (M) RCS REQURIEMENTS

This section sets forth the requirements for the technical response. The Vendor must provide a response to all items designated (M), and (D). The evaluation team will assign numeric scores for items designated with (M). Requirements marked as (D) will not be included in Vendor's scores. They may however be used to break a tie. Items designated with (D) are considered desirable requirements and these will be scored <u>only</u> in the event two or more Vendors have identical scores. Vendor's technical response requirements must be based upon the information and requirements in this RFP and its appendices.

RCS functional requirements are found in Appendix H – RCS Requirements Worksheet. The Vendor must provide a succinct narrative of at least one paragraph per item describing how the Vendor's solution will deliver each requirement. Failure to use the RCS Requirements Worksheet, respond to all (M) requirements and fill in all columns as necessary will be viewed as the Vendor being non-compliant, resulting in their submittal receiving no further consideration. If additional space is required, the Vendor may provide additional comments on a separate sheet of paper that references back to the section and requirement number. Refer to the footer in Appendix H for definitions of the information required for each column in Appendix H.

7.1 (M) Executive Overview

The Vendor must provide an executive overview of the proposed solution. The description should include at a minimum:

- A overview of the proposed solution features and capabilities
- Description how the proposed solution supports:
    - o Scalability
    - o N-Tier architecture
    - o Standards supported such as Open Access Protocol (SOAP), Extensible Markup Language (XML) and secure Hypertext Transfer Protocol (HTTPS)
- A detailed explanation of whether the product is considered "open" or "industry standard"
- A description of the product's performance at all levels: desktop, database and network.
- A description of the product's ability to integrate with future applications
- An explanation of the type of GUI interface used by the proposed solution. Note: The RCS GUI must maintain a consistent look and feel for all WEB, Kiosk, and Tollbooth screens
- A statement that the product utilizes standard Microsoft Windows API interfaces with print services
- State the Vendor's capability to support Microsoft SQL 2000

7.2 (M) RCS Network

The Vendor must describe in detail the technologies and design changes they would recommend if chosen to implement the new RCS network infrastructure. WSDOT is interested in wireless

networks designs as well as a more traditional approach. Appendix K shows one possible network topology WSDOT is interest in pursuing.

7.3 (M) RCS System Availability

RCS will be a critical system for WSDOT; the system must be availability (99.99%) 7X24 weekdays and weekends including holidays. The Vendor must describe how their solution meet WSDOT 99.99% system availability requirement. At a minimum the following must be included in the description:

- Scheduled downtime for maintenance - amount of time and schedule
- The system's ability to work off-line for up to seven (7) days
  - o Describe how each data capture device will be able to work in an offline mode for up to seven (7) days.
- Describe the system's ability to replicate data captured while working off line
  - o The vendor must specify the time required to replicate up to seven (7) days of off-line data without degrading online activity.
- Describe methods of backing up individual point of sale devices, application severs, and database servers
- The vendor must describe in detail recovery procedures and state the amount of time to recover their solutions database.

8 Vendor Support

8.1 (M) Maintenance Support Plan

The Vendor must submit a Maintenance support plan for equipment and software proposed, which delineates the support that will be provided to address each item listed below. The Maintenance support plan will be incorporated into the contract. The following must be included in the Vendor support plan and description of their support organization and geographic locations. All equipment and software costs associated with the recommended maintenance support plan must be included in Appendix F:

- The Vendor must contractually commit to provide maintenance support twenty four (24) hours per day, seven (7) days a week, including WSDOT and Vendor recognized holidays

- For the term of maintenance service contracted for herein, the Vendor shall provide the WSF with a guaranteed two (2) hour maintenance response time for the Equipment purchased hereunder. Within two (2) hours after notification by the WSF that WSF is experiencing equipment problem(s), the Vendor's qualified field engineer shall arrive at WSF's location, to correct the problem. This guaranteed two (2) hour response service shall be available to the Purchaser twenty (24) four hours per day, seven (7) days per week, every day of the year, including all WSF and Vendor recognized holidays

- If Vendor's maintenance personnel fail to arrive at WSF's installation site within two (2) hours, the Vendor shall be assessed liquidated damages, as set forth in the subsection of this contract titled Liquidated Damages – Specific, for each "late" hour or part thereof (prorated in whole minutes), beginning with the time of notification and ending with the time of arrival

- For the term of maintenance service, the Vendor must contractually commit to have to malfunctioning equipment repaired or a replacement installed by the maintenance technician/field engineer no later than 5 P.M. on the day following notification of equipment malfunction, seven (7) day a week including all WSDOT and Vendor recognized holidays

- Vendor must contractually commit to furnish replacements parts for the equipment for a period of seven (7) years commencing with the dates(s) of acceptance of the equipment. After the expiration of the seven (7) year period, the Vendor, when requested, must furnish all data necessary to enable purchase of replacement parts or manufacture of them elsewhere

- Vendor must include the cost of ten (10) years of maintenance coverage at the level stated above in their proposal. Vendors must use the worksheet template found in Section 16.7 Annual Maintenance Cost

- The Vendor must identify and describe responsibilities of Vendor and WSDOT resources (by title – Programmer, helpdesk, etc.) that will be required to support the Vendors hardware, and software solution

8.1.1 (M) Equipment and Software Warranty

All materials, components and parts furnished under the contract shall be new and of high quality, and all RCS workmanship shall be of high quality, and all shall be in conformance with the contract.

The Vendor warrants that all software meets the functional and performance requirements as described in this RFP. The Vendor warrants that all materials, components, parts and workmanship of RCS element, spare part or assembly, and all special tools and diagnostic test equipment provided under this contract to be free of defects and faults in material, design and workmanship. Such warranties by the Vendor shall apply to all RCS software, hardware, components, and workmanship, whether performed or provided by the Vendor, sub-contractors, or suppliers at any tier. Such warranties shall not apply to RCS elements for components abused or neglected by WSDOT, or damaged by some unusual and unforeseeable cause occurring after acceptance. No implied warranties of merchantability or of fitness for purpose shall apply.

The Vendor shall furnish at its own expense, all materials, parts, labor, shipping costs and other expenses to fulfill its RCS warranty obligations.

The warranty period shall be for one (1) year after RCS Final acceptance for all software and hardware.

The Vendor shall extend manufacture's hardware warranty as needed to cover the time that the hardware is in use from development to acceptance testing.

Any warranty from a sub-contractor or supplier to the Vendor exceeding the periods described herein shall be extended to WSDOT for the same period of time given to the Vendor.

Vendors must describe their equipment and software warranty, identifying each hardware component separately if warranty is different. Reference Appendix A – RCS Phase II Contract Terms and Conditions.

8.1.2 (M) Software Maintenance

Vendor must supply information pertaining to future possible upgrades, reference Sections 28 and 29 of Appendix A - RCS Phase II Contract Terms and Condition. Provide the product upgrade information including:

- How the product upgrades seamlessly to the client and server. If it does not, describe what customization or considerations must occur prior to a product upgrade.
- How is any customization effected by upgrades?
- General processes for issuing maintenance/fixes or upgrades
- Is there forward/backward compatibility?

8.1.3 (M) Preventative Maintenance

Vendors must describe any preventive maintenance practices required, estimate the number of hours per month the equipment would be inoperative due to preventative maintenance activities and describe any constraints relative to the scheduling of preventative maintenance services.

8.1.4 (M) Required skill sets to Implement and Operate new RCS Systems

The Vendor must describe the skill set(s) required to successfully implement and operate the new RCS and Back Office systems

8.2 (M) Training

For cost comparison purposes the Vendor must supply training for approximately ten (10) WSDOT employees on the proposed systems hardware and software. An exact number of individuals to be trained will be determined during/following the announcement of the successful Vendor. Training must be comprehensive enough to fully meet all system administrator and trainers needs, providing them with the background and knowledge of the new RCS to train the remaining WSDOT staff on all aspects of the system. Materials to be used in training, specific to WSDOT, must be developed by the Vendor and delivered to WSDOT for use by WSDOT training staff. Training must be completed prior to acceptance testing.

WSDOT will utilize a train the trainer concept in delivering training to WSDOT staff.

Vendors must provide a complete list of necessary courses and cost of all courses, and the Vendor must use Appendix F - RCS Cost worksheet when providing this information.

The Vendor must provide a proposed training plan and schedule, with syllabi for the proposed training courses and the location of training sites(s). The training plan should include:

- Strategies for delivering instruction on the use of the new system to a diverse group of WSDOT employees
- A proposed schedule for each class, keyed to the installation process and constrained by availability of trainees away from regular duties
- A list of positions that will need training
- A list of what training components or information transfers is needed for RCS implementation and operation
- A plan for how training on future upgrades or changes will be handled
- Methods that will be used to deliver training (In person, hands-on training must be available)
- A statement that all training materials will be provided both in printed and on electronic media (compact disk)

The plan should give consideration to the different types of department operations and the computer skill levels of the employees. If the location is not in Seattle, WSDOT will add the appropriate travel and per diem to the cost of the Vendor's proposal.

8.3 (M) Deployment

The Vendor must provide information, if the proposed solutions including upgrades are deployed through Microsoft SMS (Systems Management Server) to client workstations.

If the proposed solution will not need any deployment to client workstations then the Vendor must state that the requirement is not applicable in the response.

9 PROPOSED SOLUTION COSTS

9.1 Pricing Information

This section sets forth the requirements for the RCS Pricing Requirements responses. The Vendor must respond to all items designated (M) or (D).

The price quoted by the Vendor must be a fixed-price, deliverable-based project plan. All elements of recurring and non-recurring costs must be identified. WSDOT will not be responsible for hidden or non-disclosed costs.

This procurement will involve a negotiated contract for a RCS involving hardware products, software products, and consulting and professional services. The lowest priced Vendor will not necessarily be the winner of this procurement. As such, WSDOT will negotiate with Vendors through out the procurement processes, to ensure the best price and business terms. It is anticipated that once WSDOT identifies the top-qualifying Vendors after system demonstrations and other evaluative processes have been completed, negotiations will take place concentrating on system, implementation and related service costs as well as other terms that mitigate WSDOT's risk.

Appendix L provides two network diagrams. The first diagram depicts WSDOT current network topology supporting the existing POS application. The Second diagram depicts the future network topology WSDOT believes is necessary to support the new RCS. The Future Network Topology is only a suggestion. Vendors should propose topologies, which they believe would best support their solution. Vendors must separately identify the cost associated with implementing a new network topology, to support their proposed RCS solution. Vendors must use Appendix G for their fixed price network bid.

Upon expiration of Vendor-provided warranty, as set forth in the sections titled **Software Warranty and Hardware Warranty,** and upon election by WSF to receive maintenance and support Services from the Vendor WSF shall pay maintenance and support fees to the Vendor calculated at five percent (5%) of Vendor's then-current license fee for the software product.

9.2 (M) Fixed-Price Bid

WSDOT requires a Fixed Priced Bid. The price quoted must not exceed $6 million including optional network cost. Prices shall include any applicable Federal, State and local taxes. The cost shall be broken down as described below.

WSDOT may decide to provide the RCS network. Therefore while the Vendor is required to provide cost for a new network, this cost will not be included as part of the initial RCS cost evaluation.

Vendors must use the cost worksheet formats presented in Appendices F and G to list all the system and network cost.

Proposed Price for RCS Evaluation

- RCS Software Cost
- RCS Hardware Costs
- RCS Training Cost
- RCS Expenses, Travel, Hotel, Per-Diem
- RCS Labor Cost
- Total RCS System Cost
- RCS Annual Maintenance Cost

Proposed Price for RCS Network Consideration

- Network Hardware Costs
- Network Software Costs
- Network Training Costs
- Network Expenses, Travel, Hotel, Per Diem
- Network Labor Costs
- RCS Annual Network Maintenance Cost
- Total Network Costs

9.2.1 (M) RCS Software Costs

The Vendor must provide the total cost for the RCS software solution. Include all software and licenses necessary to implement the Vendor's solution, and include any development software necessary for this solution (include any additional utility or 3rd party Vendor software necessary which is not listed in Appendix J - WSDOT Desktop Software Standards. Include estimated annual escrow fees where applicable.

The Vendor must provide software costs using the worksheet in Appendix F – RCS Cost Worksheets; include the following information on the worksheet:

- Product name and version
- Product ID
- Type of License (i.e., server, client) indicate individual or site license
- Units – the number of licenses or copies required
- Unit price
- Total Price
- Annual Maintenance Fee per unit
- Total Annual Maintenance Fees (the number of units times annual maintenance fee)
- Total Annual Support cost (Provide Annual Support cost if not included in the annual maintenance fee). Vendor must state support cost included in maintenance fees.

9.2.2 (M) RCS Hardware Costs

The Vendor must provide the total cost for the RCS hardware solution. Include all hardware necessary to implement the Vendors solution, (include any additional 3rd party hardware necessary for your hardware solution). For the purposes of this RFP, each vendor should use the estimated number of POS devices and associated equipment listed below, in developing their equipment costs. This is not intended as a complete list of all potential hardware components. Each Vendor must use care to include all hardware required by their RCS proposal. WSF reserves the right to purchase off of existing State contracts if WSF's costs are less than the Vendor's proposed costs.

Hardware	Quantity
Point of Sales Devices (includes)	90
• Flat panel touch Screen	
• CPU	
• Standard PC keyboard	
• Five bin cash drawer	102*
• Receipt printer	
• Credit card reader	
• Customer displays	
• Bar code reader	
• Signature capture	
• Debit pin pad	
Passenger counters	32
Vehicle counters	52
Vehicle matrix scanners	27
Terminal/vessel kiosks	68
Stationary redemption devices	33
Terminal agent's workstations	20
Terminal agent's printers	20
Portable handheld (RFCS FTP)	16
Portable handheld (RCS Handheld)	10

 *Note: POS devices located in the vehicle tollbooth require two customer displays; walk-on passenger tollbooths require only one display.

Then Vendor must provide hardware costs using the worksheet in Appendix F – RCS Cost Worksheets; include the following information on the worksheet:

- Product name
- Model Number
- Vendor or Manufacture

- Type of hardware, such as scanner, printer include all options such as sheet feeder, special cable etc.
- Units – number of units required
- Total Price
- Annual Maintenance Fee per unit
- Total Annual Maintenance Fees (the number of units times annual maintenance fee)
- Mean time between failure

9.2.3 (M) RCS and Network Training Costs

The Vendor must provide the total cost for the RCS training. Include all training necessary to implement the Vendors RCS solution, include any additional 3rd party Vendor training necessary. Travel to and out of State training sites should only be quoted when no other alternative is available.

Then Vendor must provide training costs using the worksheets in Appendices F and G and must include the following information on the worksheets:

- Locations – city and state where training will he held
- Training course – the title of the proposed training class
- Type of license (i.e., server, client) indicate individual or site license
- Course level – the attendance, beginner, intermediate, administrative ect.
- Daily rate – daily rate if available
- Class size – the maximum of people per class
- Single student rate
- Total price

9.2.4 (M) RCS and Network Expenses, Travel, Hotel Per-Diem Costs

The Vendor must provide the total cost for RCS expenses, travel, hotel and per-diem. Include all expenses necessary to provide the Vendor's RCS solution.

The Vendor must provide expenses, travel, hotel, and per-diem costs using the worksheets in Appendices F and G.

- Expense cost description
- Units
- Total Cost

9.2.5 (M) RCS and Network Labor Costs

The Vendor must provide the labor cost for each individual/position identified in section 5.2.1. Include each identified resource, by name and position necessary to deliver the Vendor's proposed RCS solution,

The Vendor must provide resource per hour costs using the worksheets in Appendices F and G include the following information on the worksheets:

- Resource Name
- Project Position
- Hourly Rate
- Total Cost of Proposed Resource

9.2.6 (M) RCS Project Cost

The Vendor must provide the labor cost for each individual/position identified in section 5.2.1. Include all identified resources by name and position necessary to deliver the Vendors proposed RCS solution.

The Vendor must provide a summary of the total RCS project cost using the worksheet in Appendix F – RCS Cost Worksheets.

- Total Software Cost
- Total Hardware Cost
- Total Network Hardware Cost
- Total Network Software Cost
- Total Training Cost
- Total Expenses, Travel, Hotel, Per-Diem Cost
- Total Labor Cost

9.2.7 (M) Network Hardware Costs

The Vendor must provide the total cost for the RCS network hardware. Include all networking hardware necessary to implement the Vendors solution, (include any additional 3rd party hardware necessary which is not listed as WSDOT LPF in Appendix J).

The Vendor must provide network hardware costs using the worksheet in Appendix G – RCS Cost Worksheet.

- Product name
- Model number
- Vendor or manufacture
- Type of hardware, such as scanner, printer. Include all options such as sheet feeder, special cable etc.
- Units – number of units required
- Total price
- Annual maintenance fee per unit
- Total annual maintenance fees (the number of units times annual maintenance fee)

9.2.8 (M) Network Software Costs

The Vendor must provide the total cost for the RCS network software solution. Include all network software and licenses necessary to implement the Vendor's solution, any development software necessary for this solution (include any additional utility or 3rd party network software necessary which is not listed as WSDOT LPF in Appendix J). Include estimated escrow fee where applicable.

The Vendor must provide network software costs using the worksheet in Appendix G – RCS Cost Worksheets. These costs include:

- Product name
- Product ID
- Type of License (i.e., server, client) indicate individual or site license
- Units – the number of licenses or copies required
- Unit price
- Total Price
- Annual Maintenance Fee per unit
- Total Annual Maintenance Fees (the number of units times annual maintenance fee)
- Total Annual Support cost (Provide Annual Support cost if not included in the annual maintenance fee)

9.3   Determination of Payment

The WSDOT Project Manager will be responsible for authorization of payments to the Vendor for accepted milestone deliverables. At those milestones, the noted percentage of the total contracted cost minus fifteen percent (15%) will be paid after WSDOT has accepted the delivery of the milestone. WSDOT will withhold a mandatory fifteen percent (15%) from each deliverable pending successful completion of the RCS contract. After RCS acceptance, WSDOT will remit to the Vendor the fifteen percent (15%) withholding from each deliverable.

9.4   (M) Proposed Software Product Support

The Vendor must provide a description of the proposed software support. The description, at a minimum must include the following:

- Telephone support from 6:00 AM Pacific Standard Time to 6:00PM (minimum) seven (7) days per week.
- Indicate support in excess of the minimum, which is offered at no additional cost, for example, 24 hour/7 days. Indicate the mechanism for support delivery, i.e., email, chat, and telephone ect.
- List the product support options and include support, cost and availability. Proposed recommendation should be reflected in Appendices F and G.

9.4.1 (M) Proposed Software Service Level

The Vendor must provide a description of the proposed software service levels. The description, at a minimum, must include the following:

- Proposed Vendor response to emergency situations within two working hours;
- Non-emergency inquiries within 8 hours of call or email within normal support hours.
- Provide at least one reference in your response that can substantiate your performance in meeting this requirement. The reference may be one of those provided in Section 6 – Business References.

9.4.2 (M) Maintenance Costs

Provide the maintenance costs and coverage options for the proposed solution using the sample template found in Appendix F:

- Length of coverage (i.e., monthly, yearly, etc.)
- Cost per license or site maintenance cost
- Total Cost
- Upgrade coverage (i.e., what release levels are included, service packs, etc.)
- Inclusions and restrictions on the coverage
- Project maintenance cost for a ten (10) years

Upon expiration of Vendor-provided warranty as set forth in the section titled Software Warranty and upon election by WSF to receive maintenance and support services from Vendor, WSF shall pay maintenance and support fees to Vendor calculated at not to exceed five percent (5%) of Vendor's then-current license fee for the software product.

9.4.3 (M) Upgrade Costs

The Vendor must supply software updates for the product on which RCS is based, as they are developed, for a three (3) year period following final acceptance.

If upgrades are not covered under the annual maintenance cost, the Vendor must provide the upgrade costs and coverage options for the proposed solution.

- Unit price for upgrade to the next major release version
- Site license upgrade costs
- Total cost of upgrades to the proposed solution configuration

10 PROPOSAL EVALUATIONS

10.1 RCS RFP Evaluation

The evaluation of the RFP response will be based only upon the information provided, or associated, with the Vendor's response to this document, including references. In light of this requirement, Vendors should take every precaution to assure that all RFP answers are complete and clear.

10.1.1 Evaluation Teams

Several teams will perform the evaluation procedures, with the RFP Coordinator overseeing the process. The evaluation teams will work independently, with no exchange of results unless a proposal is rejected as non-responsive. Selected evaluators may serve on more than one team. In such cases, they will not share scores with members of another team.

An evaluation team, as a group, may also consult with WSDOT employees who have technical expertise in a specific area of evaluation (e.g., financial or budget), asking them for counsel without identifying the vendors involved.

10.2 Evaluation Procedure

The evaluation of proposals will be broken into six phases:

- Phase I - RFP Coordinator review
- Phase II – Detailed Review
- Phase III – Vendor demonstrations
- Phase IV – Vendor site evaluation
- Phase V – Evaluation and Selection of apparently successful Vendor
- Phase VI – Contract negotiations (contract award)

10.2.1 Phase I – RFP Coordinator Review

All responses will be reviewed by the RFP Coordinator to determine compliance with all administrative requirements as specified in the RFP. Only responses meeting all of the administrative requirements will be forwarded on to Phase II.

10.2.2 Phase II – Detailed Review

This review phase is to identify proposals that qualify for Phase III, Vendor demonstrations. Phase II involves an assessment of the major strengths and weakness of each response, including a discussion of the extent to which a Vendor's proposal meets the RFP requirements. Each portion of the written response shall be reviewed by an evaluation team, to be designated by WSDOT, which will determine the proposals that are most responsive to the requirements stated in this RFP. Proposals will be evaluated strictly in accordance with the requirements set forth in this RFP and any amendments that are issued.

While the WSDOT reserves the right for its evaluation team to contact Vendors for clarification, Vendors should not assume that deficient answers will result in clarification requests. Clarification is not a Vendor's right, it is WSDOT's right and WSDOT expects to be very stringent in the exercise of this right.

The Financial and Business Requirements (Section 4) and the Business References (Section 6) will be scored on a pass/fail basis. Any responses failing these requirements shall be viewed as not meeting the minimum mandatory requirements and will be considered non-responsive.

10.2.2.1 Specific Evaluation Criteria

The evaluation team will use the information in your proposal and information gathered from Vendors' references. No other information will be supplied to or used by the evaluation team. The RFP Coordinator shall compute the overall score for Phase II based on the following criteria:

Figure 10 – Specific Criteria for Phase II RFP Evaluation

Criteria for Phase II Evaluation	
Financial and Business Requirements	Pass/Fail
Project Management	15%
Business References	Pass/Fail
RCS Requirements Appendix H	50%
Vendor Support	10%
Cost	25%

These scores will be used to select the Vendor(s) that will be asked to demonstrate their proposed RCS solution and to provide a Best and Final Offer. WSDOT will contact top scoring Vendor(s) to schedule a date, time, and location for demonstrations.

10.2.3 Phase III – Vendor Demonstrations

The main objective of the demonstration phase will be to assess the extent to which Vendor's proposed solution conforms to the business needs of WSDOT. Selected Vendor(s) will be asked to demonstrate their proposed solution following the demonstration in Appendix I — Demonstration Guidelines WSDOT. The scores of the written responses will determine the top-qualifying Vendor(s) to participate in Phase III. Scheduling will be done by a blind draw with Vendor names being drawn for the order of the demonstrations. The first name drawn will have the first option for scheduling their demonstration and so on. Unless agreed to before scheduling, the evaluation team will limit its time to normal working hours (8:00 AM to 5:00 PM). Vendors should limit their remarks to their own firm and not mention competitors in their presentation. The demonstration team will be asked to address certain pre-determined questions that will be asked of all Vendors. The pre-determined questions will not be provided to Vendors prior to the demonstration, however, depending on the nature of the questions, some may be provided to all Vendors in advance. The demonstration evaluation team may also ask the Vendor additional questions during the course of the demonstration regarding Vendor's written RFP response.

Vendors begin Phase III with 0 points. Vendors will then be scored and ranked following the demonstrations.   This ranking will be presented to executive management as part of the final acquisition decision.

The demonstration evaluation team will use the guidelines in Appendix I for scoring each Vendors demonstration. No other information outside of the demonstrations and their written proposals will be supplied to or used by the evaluation team. The RFP Coordinator shall compute the overall score for Phase III.

The selected Vendors agree to be available for the demonstration on dates specified by WSDOT in Section 3.2 Schedule of Procurement Activities. Failure to be available on this specified date will lead WSDOT to select another Vendor for consideration.

Vendors may have up to four (4) hours to demonstrate their proposed solution. The demonstration should follow the outline in Appendix I. Failure to demonstrate the capabilities as outline in Appendix I will result in a less favorable evaluation. It is recommended that whenever possible the demonstration should follow the outline as closely as possible. Commitments made by the Vendor during the demonstration, if any, will be considered binding.

The Vendor's project manager and personnel involved in the delivery of this potential contract shall make the presentation during the Vendor demonstrations. These personnel should be identified in Section 5 of this proposal. The Vendor will be responsible for providing all demonstration equipment and any cost associated with the preparation and presentation of the demonstration. It is desirable to conduct the demonstration in Seattle, Washington at one of WSDOT facilities. If travel is necessary, the Vendor shall incur all travel (lodging and transportation) costs for WSDOT personnel to and from the demonstration site excluding per diem (meals) expenses.

10.2.4 Phase IV – Vendor site evaluation

At the sole discretion of WSDOT, a domestic (USA) site evaluation may be requested to see the Vendor's proposed functionality in operation. The decision to request a site evaluation will be made following the evaluation of the Vendor demonstrations and their best and final offers. WSDOT reserves the right to conduct site evaluations with all Vendors or only the highest scoring Vendor as a result of the Vendor demonstrations and best and final offers. If travel is necessary, the Vendor shall incur all travel (lodging and transportation) costs for WSDOT personnel to and from the evaluation site excluding per diem (meals) expenses. The evaluation site must be one of the references submitted in Section 6– Business References.

10.2.5 Phase V – Evaluation and selection of Apparently successful Vendor

WSDOT will evaluate the results from Phase III and optional site evaluations to rank the Vendors. If necessary, the evaluation team reserves the right to call back one or all Vendors to clarify any questions pertaining to the system capabilities, specific technical requirements, implementation, training and support. WSDOT may provide a formal memorandum to Vendor teams asking them to clarify issues related to system functionality, maintenance and support, implementation methodology, training, cost and contractual terms.

10.2.5.1 Vendor Selection

Selection of the apparently successful vendor will be made at the discretion of WSF's executive management.

10.2.6 Phase VI – Contract negotiations (contract award)

The apparently successful Vendor will be expected to enter into a contract with WSDOT which is substantially the same as the contract attached as Appendix "A," including WSDOT'S general terms and conditions. WSDOT will review any proposed changes to contract language submitted by the Vendor as described in Section 4.3 and make a determination regarding any proposed changes.

The apparently successful Vendor shall complete development of a SOW as stated in Section 5.3 Statement of Work and receive approval from WSDOT at no additional cost.

The apparently successful Vendor will be required to submit a best and final offer reflecting the final SOW prepared and approved as stated above.

If WSDOT cannot reach agreement with the apparently successful vendor, WSDOT may terminate negotiations and elect to enter into negotiations with another vendor.

10.3 Award Based on Multiple Factors

As stated previously, the evaluation process is designed to award the contract to the Vendor whose proposal best meets the requirements of this RFP and WSDOT. The final selection, if any, will be made by WSF's executives management after analysis of each Vendor's financial status, business references, project management proposal, RCS requirements, Vendor support, proposed solution cost, demonstrations and site evaluations.

10.4 Pass/Fail Evaluations

Vendors receiving a failing score from either the Administrative review, Financial and Business Requirements or Business References sections shall be viewed as not meeting the minimum mandatory requirements and will be eliminated from further consideration.

10.5 Notice of Award and Contract Signature

WSDOT's RFP Coordinator will notify all Vendors in writing of the selection of the apparently successful Vendor.